



Sierra Leone

Smallholder Commercialization Programme

Project Completion Report

Main report and appendices

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

Report No. 5388-SL

West and Central Africa Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

Map of the Project Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 31-03-2020

Currency Equivalents

Currency Unit	=	Leones
US\$1.0	=	4 741 (at design, 2010)
		7 380 (at completion, 30 September 2019)

Weights and measures

1 kilogram	=	1000 g
1 000 kg	=	2.204 lb.
1 kilometre (km)	=	0.62 mile
1 metre	=	1.09 yards
1 square metre	=	10.76 square feet
1 acre	=	0.405 hectare
1 hectare	=	2.47 acres

Abbreviations and Acronyms

ABC	Agriculture Business Center
AED	Agricultural Engineering Department
ASSL	Audit Services Sierra Leone
AVDP	Agricultural Value Chain Development Project
AWPB	Annual Work Plan and Budget
BES	Block Extension Supervisors
CB	Community Bank
CNFA	Cultivating New Frontiers in Agriculture
CPM	Country Programme Manager
DAO	District Agriculture Office/Officer
FAO	Food and Agriculture Organization of the United Nations
FBO	Farmer Based Organization
FEW	Field Extension Worker
FFS	Farmer Field School
FO	Farmers Organization
FSA	Financial Services Association
GALS	Gender Action Learning System
GoSL	Government of Sierra Leone
GPS	Global Positioning System
GYTU	Gender and Youth Technical Unit
ICADeP	Inclusive Comprehensive Agricultural Development Project
IFAD	International Fund for Agriculture Development
IPs	Implementation Partners
IVS	Inland Valley Swamp
IVSA	Inland Valley Swamp Association
M&E	Monitoring and Evaluation
MAF	Ministry of Agriculture and Forestry
MFI	Microfinance Institution
MoA	Memorandum of Agreement
MOFED	Ministry of Finance and Economic Development
NaFFSL	National Federation of Farmers of Sierra Leone
NPCU	National Project Coordination Unit
NSC	National Steering Committee
ODK	Open Data Kit
OSS	Operational Self Sufficiency
PAR	Portfolio at Risk
PCU	Project Coordination Unit
PMU	Project Management Unit
RFICIP	Rural Finance and Community Improvement Project
RFI	Rural Financial Institution

RIMS	Results and Impact Management System
SCP- GAFSP	Smallholder Commercialization Programme–Global Agriculture and Food Security Programme
(S)TCO	(Senior) Tree Crops Officer
SP	Service Provider
TAA	Technical Assistance Agency for Financial Services
UNFCCC	United Nations Framework Conference on Climate Change
WA	Withdrawal Application
YC	Youth Contractor

Project at a glance

Region West and Central Africa Division	Project at Risk Status Not at risk
Country Sierra Leone	Environmental and Social Category N/A
Project Name Smallholder Commercialization Programme	Climate Risk Classification not available yet
Project ID 1100001599	
Project Sector Agricultural Development	
CPM Ann Turinayo	
Project Area not available yet	

Key Dates

IFAD Approval	Signing	Entry into Force	Mid-Term Review	Original Completion	Actual Completion
11/05/2011	30/05/2011	29/07/2011	15/08/2015	30/09/2016	30/09/2019
		Original Financial Closure	Actual Financial Closure		
		31/03/2020	not available yet		
Date of Last SIS Mission	Number of SIS Missions	Number of extensions	Effectiveness lag		
01/03/2019	13	2	2 months		

IFAD Financing as at the time of PCR submission

Actual Costs and Financing (USD '000) as at the time of PCR submission

Component	IFAD	Cofinancing	Beneficiaries	GOVT	Total
	Actual	Actual	Actual	Actual	Actual
Small Scale Irrigation Development	0	0	0	0	0
Programme Management	0	0	0	0	0
Rural Finance	0	0	0	0	0
Smallholder Agriculture and Commercialization	0	0	0	0	0
Total	0	0	0	0	0
Remarks					

Outreach

Direct Beneficiaries	
Number of HH members	Number of persons receiving services
Estimated total: 158 272	Total: 158 272
	Males: 79 136

	Females: 79 136
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Project Objectives

Acc to agr/techno & prod servc

Increase productivity, yields, marketing and income of smallholders with emphasis on commodity chain development

Country Partners

Executing Institution	not available yet
Implementing Institutions	not available yet

Project Completion Ratings Matrix

COUNTRY: Sierra Leone	
PROJECT NAME: Smallholder Commercialization Programme	
PROJECT ID: 1100001599	
BOARD APPROVAL DATE: 11/05/2011	
ENTRY INTO FORCE: 29/07/2011	
PROJECT COMPLETION DATE: 30/09/2019	
LOAN CLOSING DATE: 31/03/2020	
IFAD LOAN AND GRANT (USD MILLION): \$0	
TOTAL PROJECT FINANCING: \$56,400,000	
IMPLEMENTING AGENCY: not available yet	
Criterion	PCR Rating
Project performance	
- Relevance	5
- Effectiveness	4
- Efficiency	3
- Sustainability	4
Rural poverty impact	
- Households' incomes and assets	5
- Human and social capital	5
- Food security	4
- Agricultural productivity	5
- Institutions and policies	4
Additional evaluation criteria	
- Gender equality and women's empowerment	5
- Innovation	4
- Scaling up	4
- Environment and natural resource management	4
- Adaptation to climate change	4
- Targeting and outreach	5
- Access to markets	3
Partners performance	
- IFAD's performance	4
- Government performance	4
Overall project achievement	4

Executive Summary

The Smallholder Commercialisation Programme (SCP) was implemented in Sierra Leone between 2011 and 2019. The project was financed by the Global Agriculture and Food Security Programme (GAFSP) with US\$50 million and supervised by the International Fund for Agricultural Development. Counterpart funds amounted to USD6.5 million, thereby bringing the total project cost to US\$56.5 million.

The objective of the programme was to empower the rural poor to increase their food security and incomes on a sustainable basis leading to a stronger national economy. Specifically, it aimed to: (i) contribute to the reduction of the gap between national rice production and demand (representing 70,000 metric tons), and (ii) increase farm incomes by 10 percent for direct beneficiaries.

Despite delays in the early years of implementation mainly caused by the outbreak of the Ebola virus in 2014-2016, the project has shown satisfactory results. The project managed to meet the project objectives as follows:

1. Contribute to the reduction of the gap between national rice production and demand: Given yield levels for both project supported and non-project supported farmers, the average rice yield attributed to the project in one cropping season was estimated at 4.56mt[1]/ha. Apart from the baseline year where production level was the same for both project supported and non-project supported farmers, all subsequent years had multiple crop cycles on rehabilitated inland valley swamps. Therefore production level on rehabilitated inland valley swamp area of 1,991.36ha was estimated at 9,080.60 metric tons, showing 13% contribution to the reduction of the gap between national rice production and demand (representing 70,000 metric tons). It should be noted that the Smallholder Commercialization Programme, which was the flagship programme of the Ministry of Agriculture, Forestry and Food Security from 2010 to 2015 had a basket of projects contributing to rice production intensification and as a result the 13% contribution by GAFSP is no small margin.
2. Increase farm incomes by 10 percent for direct beneficiaries. The objective has been met as the average income changes at household level exceeds the target (10%). More specifically, incomes of households participating in rice production in Inland valley Swamps are estimated to have increased by 38[2]% above that of the control group of non-participants for male headed households, and by 67% for female headed households. For Tree crop participants the income change is estimated to be 28% for female, and 57% for male headed households.

This report presents the project's key results, focusing on the effectiveness of project implementation, including, whether the outcomes were achieved within the timeline. The report also examines the relevance, efficiency and sustainability of the project.

Background and political context

In 2009, the Ministry of Agriculture Forestry and Food Security (MAFFS) developed the National Sustainable Development Plan 2010-2030 (NSADP) under the umbrella of the Comprehensive Africa Agriculture Development Programme (CAADP) with the broad involvement of all stakeholders. At the core of the NSADP is the Smallholder Commercialisation Programme (SCP). MAFFS developed a USD403 million National Agricultural Investment Plan (NAIP) for the implementation of the SCP covering the years 2010-2014 including six components:

1. Improving smallholder production and commercialisation by setting up 2,750 FBOs and building 650 Agricultural Business Centres (ABCs) nation-wide;
2. Developing small scale irrigation to boost rice production on 18,000ha of land;
3. Improving access to markets by rehabilitating and maintaining 4,000km of feeder roads;
4. Providing better access to financial services specifically tailored to rural farming groups or individuals through the creation of 130 new Financial Services Associations (FSAs);
5. Providing a social protection safety net to vulnerable households to increase food security and nutrition for 1.5 million people; and
6. Planning and coordinating implementation, including M&E.

In June 2010, the multi-donor financing facility "Global Agriculture and Food Security Programme" (GAFSP) approved a USD50 million proposal presented by the Government of Sierra Leone in support of components 1, 2, 4 and 6 (i.e., excluding the feeder roads and social protection).

The Government of Sierra Leone selected the International Fund for Agricultural Development (IFAD) as the supervising entity. The project had an initial project period of five years, which was later extended, and started in August 2011. FAO was selected as the technical support entity, most notably for component 1.

Relevance

Historically, the agriculture sector in Sierra Leone had predominantly remained at subsistent level, with very little focus on doing farming as a business. The concept of commercialization has not been fully prioritised in past national development agendas. Cognisance of this fact, SCP-GAFSP was designed, with a special focus on commercializing the agriculture sector across the country, using the ABC and FFS approaches to anchor the concept. Thus, the SCP-GAFSP is highly

relevant in the context of the objectives and plans for agricultural development in Sierra Leone. It is consistent with the National Sustainable Agriculture Development Plan (NSADP) 2010-2030, a broad sector-wide framework for putting the objectives of the country's Poverty Reduction Strategy (Agenda for Change/Agenda for Prosperity) into action. It is an extract from the Smallholder Commercialization programme (SCP) which was developed in 2010 to operationalize the NSADP focussing on potential to achieve the greatest impact in terms of improved food security and wealth generation for vulnerable populations in the short- and medium-term framework. SCP-GAFSP provided finance (US\$50M) for 20% of the five technical components of the SCP. The AVDP is a successor project to the SCP-GAFSP and it is the first project to commence the implementation of the National Agricultural Transformation Plan (NAT2023). The SCP-GAFSP is also aligned with the second generation of the National Agricultural Investment Plan (NAIP 2025). The project was also designed to be consistent with the IFAD's RB-COSOP for 2010-2015. SCP-GAFSP is a relevant poverty reduction and inclusive agricultural development programme focused on improving the living conditions of rural people. SCP-GAFSP is also in line with the six pillars of the National Agricultural Transformation 2023 (NAT2023) and on a broader level, the Sierra Leone Medium Term National Development Programme. Because SCP-GAFSP was implemented as a value chain project and the fact that majority of its staff were absorbed into the new project, it has also laid the basis for a smooth take-off of the AVDP. The new project (AVDP) will now take on-board the oil palm and inland valley swamp farmers that were not fully supported in the area of farmer field schools and market linkages by SCP-GAFSP. Aside from its alignment to national strategies, farmers, service providers and other stakeholders have given good testimonies on the appropriateness of this project to their livelihoods.

Effectiveness

Despite delays in implementation due to suspension followed by the Ebola virus disease (EVD) crisis in 2014-2016, and after adjustments to some of the project targets and timelines (two no-cost extensions), the SCP-GAFSP effectively implemented the project components: Component 1 (smallholder agriculture and commercialisation); Component 2 (small scale irrigation); Component 3 (access to rural finance) and Component 4 (coordination and management). With all the prevailing circumstances, key successes were still recorded during the implementation as anticipated under the above components..

Component one recorded over a 100% success in terms of establishment of FBOs; over 80% success in the rehabilitation/establishments of tree crop plantations, with average production levels increasing from 0.329mt/ha in 2017 to 0.475mt/ha in 2018 . In 2016, the project supported 25 Agribusiness Centres (ABCs) to integrate livestock farming into their operations. The ABCs were stocked with small ruminants and trained Community Animal Health Workers to support animal health at community level. A network of 27 agro-dealers was established and currently functioning. Lastly, under this component, both human and institutional capacity building was done for 9 out of the 13 targeted districts.

In component 2, over 99% success was recorded, particularly in the area of establishing irrigation systems and this was followed by the formation of 158 inland valley swamps (IVS) associations for rice production. About 22 contracts were awarded to local contractors to put in place water control systems within the IVSs. In order to improve on their production capacity, the project supported IVS associations with planting materials, with a recovery mechanism to reach out to more farmers

Component 3 of the project was crafted to complement activities in 1 and 2 above. In order to increase access agricultural finance, especially for ABCs and FBOs, the project, in close collaboration with the RFCIP 2 established 15 Financial Associations and 4 Community Banks. And to reinforce the above objective additional financial capital to the tune of \$500,000 was provided for the Apex bank. The FSAs and CBs have together attracted over 32,000 shareholders, of which, 45% are women and 38% youths. The project exceeded outreach target of 10% to 20%. Regarding progress towards agricultural financing, about 20% of the gross loan portfolio of the 19 RFIs was dedicated towards agriculture. However, the challenge was the RFIs were unable to categorise the loans into production, processing and marketing. In addition, capitalization still remained an issue as at the time of completion even though efforts are underway for the operationalization of the special purpose vehicle of RFCIP II which would eventually capitalise the network of 76 RFIs in Sierra Leone.

Coordination, strategic planning and implementation constitute the main objective of component 4. Annual work plans, review meetings, project reports and audits were executed out on time. However, the EVD outbreak (2014 – 2015) halted implementation of field activities. Farmers were unable to work in groups due to the restriction imposed on group gatherings, service providers for small scale irrigation development had their contracts extended because they could not finish contracts on time and above all the project was granted a two year budget neutral extension to catch up with the lost implementation time.

Efficiency

While the project faced serious delays in the first part of its life-cycle due to a suspension related to misprocurement and the outbreak of the Ebola Virus Disease in 2014-2016, the efficiency of the SCP-GAFSP improved considerably in the last years of implementation, once the PMU was appropriately staffed and under the direction of a competent Program Manager. Irrespective of the disruptions during implementation, the institutional framework and logistical arrangements in the latter part of its implementation were adequate and robust to expedite project implementation. Changes in targets to match budgets and the revised time frame were appropriate and allowed the project to achieve its revised and more

realistic targets. In order to address crosscutting issue, targeting youths, gender considerations, nutrition sensitive interventions and capacity building were integrated into both at the design and fully followed during implementation.

Sustainability

The project promoted the acquisition of knowledge, skills, access to production assets, inputs and markets. Project interventions aimed to generate individual household impacts by channelling investments to groups such as IVSAs, FBOs and ABCs. Interventions in this respect have placed a focus on promoting group cohesion and adequate governance. Linkages were promoted between farmers and the private sector. The combined approaches employed by the project appear to be technically and socially adequate and culturally appropriate.

The IVSAs, tree crop FBOs, and the ABCs and their FBOs supported by the project appear to be self-managed and their governance systems are transparent and largely free from political interference. The training of the management teams (Management and Board) of ABCs and FBOs is making some contribution to their effectiveness and is contributing to their sustainability.

The exit strategy of the SCP-GAFSP enables the sustainability of its benefit streams. The incorporation of its beneficiaries into the follow-up AVDP as “legacy farmers” who will continue to receive project support in many areas, particularly in capacity building (FFS and GALS training for IVS beneficiaries, training in the use of equipment for ABCs), as well as access to loans and matching grants for value addition activities by IVSAs, Tree crop FBOs, and ABCs, will ensure that the beneficiaries are able to get all the expected benefits in the medium to long term.

Most Significant Lessons Learned

Use of service providers and youth contractors provides employment and build the capacity of under-employed people in rural areas.

The adoption of improved farming practices increased across the board, resulting in some yield increases (51% in cocoa and 41% for IVS rice production in two cropping seasons, 2017 and 2018), but post-harvest losses were not significantly reduced (average reduction of 17.15%), indicating that there is more work needed to improve post-harvest crop management.

An increase in income levels of direct project beneficiaries was largely driven by increased access to inputs and finance as a result of being part of some farmer organization. However, access to agricultural finance remains a major constraint to further improvements in agricultural capacity/production in Sierra Leone. The establishment of the Community Banks and Financial Services Associations nevertheless improved access to finance, which increased overall by 58%. Especially significant is the doubled access for female beneficiaries.

A number of farmers now concentrate on producing rice in the developed IVS and practise less upland slash-and-burn; this practise to clear land is environmentally-damaging and contributes to land degradation. On average there were 2.8 fewer fires around swamps developed in areas covered by the project than in similar areas not covered by the project. This is a positive outcome for the environment.

Development of value chains is still in an early stage and will need to continue in programmes subsequent to SCP-GAFSP such as the Agricultural Value Chain Development Project.

Achievement of youth and gender balance among project beneficiaries is possible and leads to positive social and economic outcomes.

However, the initial project implementation modalities – that of contacting key project implementation to Service Providers – Cashew value chain to an NGO, FFS to FAO, etc. proved not to be appropriate for an efficient, cost-effective project implementation, as it did not allow for linkage of the whole value chain activities.

After mid-term review in 2015, the project concentrated its efforts in transforming 52 ABCs in 11 commodity value chains. However, the results of this intervention were uneven because the actors did not fully understand their roles.

Main Implementation Challenges

The biggest internal challenge to the success of the SCP-GAFSP was the delays caused by early project mismanagement leading to suspension of activities. The outbreak of EVD was a similarly difficult challenge which held back the project activities, but which origin was outside of the control of the project.

Main Success Factors

The success of the SCP-GAFSP can be attributed to overcoming the obstacles posed by both the suspension and the EVD crisis. A fully functional PMU (led by a competent Project Manager and appropriately staffed), which was adequately supported by IFAD staff and technical consultants and worked in collaboration with MAF, resulted in the attention to project management needed for the program to succeed.

Active participation by beneficiaries was a key factor in successful implementation of the program components. The training and support provided throughout the SCP-GAFSP enabled beneficiaries to understand and adopt the interventions provided.

Use of GALS methodology and FFS were probably the most valuable resources provided to the beneficiaries.

Prospects for Post Sustainability Strategy

Provision for continued support for legacy beneficiaries in the AVDP will ensure that the benefits of the SCP-GAFSP interventions are sustainable. Strengthening of Apex Bank through the Special Purpose Vehicle fund will consolidate the current capacity of both the FSAs and CBs.

Continued improvements in access to extension support, value chains and access to finance are still needed, and will be addressed by AVDP.

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
With Project (Kg/ha)	537	1870	1870	1660	1690	1770	2300	3250	3250
Without Project (Kg/ha)	537	537	537	537	537	537	1700	1900	1900

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
With Project (Kg/ha)	537	1870	1870	1660	1690	1770	2300	3250	3250
Without Project (Kg/ha)	537	537	537	537	537	537	1700	1900	1900

A. Introduction

1. In September 2009, the Government of Sierra Leone launched the National Sustainable Agriculture Development Plan (NSADP) under the umbrella of the Comprehensive Africa Agriculture Development Programme (CAADP). The vision of the NSADP was to make agriculture the engine for socio-economic growth and development through commercial agriculture and the promotion of the private sector/farmer-based organisations (FBOs). In operationalizing NSADP, priority was given to the Smallholder Commercialization Programme (SCP) as having the potential to achieve the greatest impact in terms of improved food security and wealth generation for the most vulnerable population in the short- and medium-term framework. SCP focused on intensification, diversification and commercialisation of smallholder agriculture.
2. From 2010-2015, SCP was regarded as the flagship programme of the Ministry of Agriculture, Forestry and Food Security (MAF) and received support from both the Government and donor funded projects. In June 2010, the multi-donor financing facility "Global Agriculture and Food Security Programme" (GAFSP) approved a USD 50 Million proposal presented by the GoSL in support of Components 1 (Smallholder agriculture commercialization: production intensification, diversification, value addition and marketing), 2 (Small scale irrigation development), 3 (Access to financial services) and 6 (SCP Planning, Coordination, Monitoring and Evaluation) of the SCP.
3. The objective of the programme was to empower the rural poor to increase their food security and incomes on a sustainable basis leading to a stronger national economy. Specifically, it aims to: (i) contribute to the reduction of the gap between national rice production and demand (representing 70,000 metric tons), and (ii) increase farm incomes by 10 percent for direct beneficiaries.
4. The SCP-GAFSP was approved in 2011 with a total cost of US\$ 56.3 million, of which GAFSP funding was US\$ 50

million (88.6% financed by GAFSP through IFAD), Government contribution was estimated at US\$ 4.5 million (8.1% of total cost) to cover tax exemptions and in kind contribution, approximately around \$1.8 million (3.3% of total cost) as beneficiaries contributions.

5. Due to serious management issues at the PMU as well as a case of mis-procurement, the programme was suspended by IFAD in August 2014. The PMU suffered high staff turnover during this period. Following the positive steps taken by the Government to address the issues identified during the audit, the suspension was lifted on 7 September 2015. Following the lifting of the suspension, recruitment of staff was finalized, and management and professional positions filled. At the request of the Government of Sierra Leone, no-cost extension was granted on two occasions. The first budget neutral extension was aimed at compensating for delays in implementation due to the aftermath of the Ebola Virus Disease (EVD) outbreak in Sierra Leone. The second no-cost extension granted on 24 September 2018 was predicated on key completion activities that will contribute to the project's development objective. The programme was completed on 30 September 2019 and will be closed on March 31, 2020.
6. The objective of this Project Completion Report (PCR) is to assess SCP-GAFSP's overall performance against targets for both accountability and learning purposes. The Review includes an assessment of: (i) project relevance; (ii) project effectiveness; (iii) project efficiency; and (iv) sustainability prospects of project benefits. PCR outputs include: (i) the elaboration of lessons learned; (ii) the definition of specific actions for sustainability as part of a wider exit strategy; (iii) the identification of main success factors and shortcomings; and (iv) the promotion of accountability among all stakeholders for successes and challenges.
7. The Project Completion Review process included the following activities: (i) concept paper; (ii) review of all project documentation; (iii) 4 days write-shop by the project team in Bo, Southern Sierra Leone; (iv) project completion mission (16-27 September, 2019), (v) stakeholder meetings; (vi) field visits; (vii) wrap up meeting to present the draft PCR. See Appendix One for PCR Terms of Reference - TORs and Appendix Two for list of key stakeholders interviewed; detailed PRC activity schedule; PRC Team, etc.). All activities were completed in Sierra Leone between May 31, 2019 and March 31, 2020.

B. Project Description

B.1. Project context

8. At project design, Sierra Leone met the FAO criteria for a Low-Income Food Deficit Country (LIFDC). The country was also ranked 158 out of 169 by the UNDP Human Development Report 2010. Since the civil war ended in 2002, a substantial evolution in social, economic and political terms has taken place. However, some aspects of post-conflict still remained. For instance, large parts of the rural infrastructure, especially feeder roads, were not rehabilitated. Social and community organizations were very weak, and the rural economy was unable to catch up. Agriculture and Mining remained the two leading sectors of the economy and in 2009, Agriculture contributed 46.1% of Sierra Leone's GDP.
9. Despite the fact that domestic food production has seen a steady increase since the war ended in 2002, food insecurity remained important in rural areas with more than 50 percent of the rural households experiencing a hunger period in the month of August. Rice was still considered Sierra Leone's main staple crop and heavily dominated the food ratios with an average consumption of 104 kg per person per year. Smallholder crop and livestock production in Sierra Leone was mostly operating at subsistence level. Farm-size generally ranged from 0.5 to 2.0 ha. Average yields per ha were low in the upland, averaging less than 1 tons per ha for upland rice and about 4 tons per ha for fresh cassava roots.
10. Among the other constraints faced by farmers, access to inputs was considered as a major hurdle preventing production increases. Improvement in yields was also hampered by limited access to knowledge and technologies resulting from scarce extension services and training. Production volumes were further constrained by the lack of storage facilities which generated high rates of post-harvest losses. Only 5 percent of farmers had access to proper storage. Value-addition was low in the absence of modern processing equipment and rural infrastructure constrained farmers' access to market. More broadly, farmers suffered from limited rural services, including financial services which limited farmers' investments in modern inputs, and rural enterprise development. It is estimated that only 5 percent of the farmers had access to rural financial services. Rural enterprises involved in agro-processing and input trading were predominantly informal and often did not respond to farmers' needs. Their products were of low quality and lacked the necessary diversification to meet the limited needs of the low purchasing power of the rural community. Finally, most value chains were still short and underdeveloped.
11. The SCP-GAFSP was implemented in 13 districts to overcome the challenges faced by smallholder farmers in the cultivation of rice, cocoa, oil palm and vegetables.

B.2. Project objectives

12. SCP-GAFSP was meant to empower the rural poor to increase their food security and incomes on a sustainable basis in order to lead to long-term economic development and poverty reduction. This was consistent with the overall goal of the Agenda for Change (PRSP II), the Strategic Framework of the RB-COSOP 2010-2015 and the Millennium Development Goal 1 (MDG 1). The specific objectives of SCP-GAFSP financing were:
 - Reducing the gap between national rice production and demand (representing 70,000 metric tons) through: (i) rice upland yields increased by 15 percent; (ii) intensification of rice production on 4,000 ha of Inland Valley Swamps; (iii) rice post-harvest losses reduced by 20 percent; and (iv) access to inputs improved for 10 percent of the ABCs' farmers targeted groups.
 - Increasing farm incomes by 10 percent for direct beneficiaries through: (i) 8,000 ha of tree crops rehabilitation (cocoa, coffee and palm oil); (ii) increased value addition of product through processing and marketing (iii) improved farmers' access to extension services; and (iv) enhanced farmers' representation at local and national level to advocate for their interests within value chain development and other areas.
13. Outcomes and Outputs: At appraisal, SCP-GAFSP projected the above outcomes and outputs but these were revised due to the outbreak of Ebola Virus Disease (EVD). The revised logical framework shown in appendix four I provided targets at appraisal and the revision made during the IFAD supervision mission of 2016.

B.3. Implementation modalities

14. **Component One - Smallholder Agriculture and Commercialization** aimed to increase productivity, rural incomes and employment, on a sustainable basis both economic and environmental, through better access to technical skills, services and markets. This component has three sub-components:
 - Sub-component 1.1: Production intensification through support to grassroots FBOs and the FFS methodology (MAFFS/FAO). The objective was to improve smallholders' food security and incomes by increasing the quantity and the quality of crop production. Within this sub-component, 1,020 FBOs were consolidated or set up throughout the period of implementation. They are divided into 374 staple-crop FBOs, 292 FBOs (corresponding to 52 transformed ABCs), 158 IVSAs (corresponding to the 2,000 ha of IVS rehabilitation – see component 2) and 196 new tree crops FBOs (corresponding to the 6,200 ha of tree crops rehabilitation. FAO was the key implementing partner in setting up the staple-crop FFS/FBOs. A result-based contract was signed between the project and FAO to execute activities under this sub-component.
 - Sub-component 1.2: Improved commercialization through access to agro-services and value-chain development. The objective was to improve the quantity, quality and value of the marketed production by increasing farmers' access to inputs, processing facilities and marketing opportunities. Rather than establishing new ABCs as was described in the project document, an assessment was done on 193 ABCs originally set-up by EUFF and a total of 52 ABCs were selected for transformation. The transformation package includes the provision of value-chain equipment and seed capital for the execution of ABCs business plans, which were also facilitated by the project. The Agro-dealer model which also focused on the provision of inputs was pursued by CNFA, the implementing partner contracted by the project to carry out this activity. A total of 27 Agro-dealers were set up and only 17 remained functional at project completion.
 - Sub-component 1.3: Enhanced long-term technical support and representation through the institutional development of MAF and farmers' organizations (FO). This sub-component was to enable long-term and sustainable support to farmers and their FBOs, through two institutional channels strengthened by the Programme: (i) the MAF, in particular the extension services at district levels; and (ii) commodity-focused FBOs networks at district and national levels. The programme provided capacity building in the form of training, rehabilitation of office space, mobility, furniture, equipment and allowances to 9 District Agricultural Offices. This support enabled them to become more involved in the day-to-day implementation of project activities. Minimal support in form of computers, mobility and furniture was also provided to district FOs and NaFFSL to assist them in their policy advocacy for the interest of farmers in Sierra Leone.
15. **Component Two - Small scale irrigation development** aimed at developing small scale irrigation infrastructure in order to raise the national rice production on a sustainable manner through: (i) higher yields; and (ii) increased cropping cycles per year. The programme has rehabilitated a total of 2,000ha IVS benefiting around 158 IVSAs corresponding to 7,578 households. This component was implemented through 18 service providers that had contracts with the project. These service providers were provided with equipment to help them build the water control structures and rehabilitate other inland valley swamps beyond the project period.
16. **Component Three - Access to financial services** aimed to empower smallholders and rural poor economically and socially through enhanced access to affordable financial services. This Component was to overcome the financial constraints faced by farmers, FBOs, and rural/agro-businesses in order to facilitate and complement the activities of Components 1 and 2. Through the establishment of profitable and sustainable Financial Services Associations (FSAs) and Community Banks (CBs), farmers had the opportunity to open banking accounts and access to credit to finance their productions and marketing activities. Overall, this component established 15 FSAs and 4 CBs, provided

refinance facility of US\$500,000 to Apex Bank to on-lend to these 19 RFIs. The Apex Bank, the umbrella institution monitoring and supervising the RFIs, also managed the loan component of the transformation package of 52 ABCs. Linkages with mobile money providers established and enhanced over the years to ease transportation costs and loss of hard cash through thefts and fire incidents in the rural areas.

17. **Component Four - Planning, coordination and management** The objective of this component was to ensure effective strategic and operational planning of the project, efficient coordination of the various components and between the various stakeholders, and overall monitoring of project progress and evaluation of impacts on smallholder farmers. The PMU developed Annual Work Plan and Budgets (AWPBs), provided project reports in a timely manner, organised annual audits, organised project quarterly review meetings, organised national steering committee meetings, ensured project visibility to all stakeholders, and provided overall project management.
18. The Ministry of Agriculture and Forestry (MAF) was the Executing Agency under a dedicated Programme Management Unit; IFAD was selected as the Supervising Entity and FAO was the Implementation Support Entity to provide Technical Assistance. The NSC which is convened semi-annually was responsible for the first level approval of AWPBs, progress reports and provides supervision on the implementation of field activities.

B.4. Target groups

19. SCP-GAFSP had four target groups identified as follows: (i) smallholder farmers with less than 2 hectares and experiencing severe hunger period and food insecurity; (ii) women, especially women-headed households faced with both poverty and social exclusion; (iii) youth, particularly unemployed youth both male and female between 18 and 35 year-old, (who had dramatically suffered from the war and most of them did not attend school); and (iv) micro/small entrepreneurs who were part of several activities included in the project to foster private sector development and employment creation in rural areas.
20. The programme was national in scope, but some of the interventions such as FFS and ABCs were minimally targeted in the RCPRP districts (Kenema, Kailahun, Kono and Koinadugu). The reason for this was that the 4Ks had support in rehabilitation/development of inland valley swamps, rehabilitation of tree crops and establishment of RFIs. The programme aimed at reaching 100,000 beneficiaries and 300,000 indirect beneficiaries. But when some of the project targets were revised, the beneficiary numbers were revised accordingly. The project appraisal found that the majority of the population resident in rural communities had limited access to inputs, mechanised services, processing services and marketing.

C. Assessment of project relevance

C.1. Relevance vis-à-vis the external context

Relevance vis-à-vis the external context

21. The SCP-GAFSP is highly relevant in the context of the objectives and plans for agricultural development in Sierra Leone. It is consistent with the National Sustainable Agriculture Development Plan (NSADP) 2010-2030, a broad sector-wide framework for putting the objectives of the country's Poverty Reduction Strategy (Agenda for Change/Agenda for Prosperity) into action. It is an extract from the Small Holder Commercialization programme (SCP) which was developed in 2010 to operationalize the NSADP focussing on potential to achieve the greatest impact in terms of improved food security and wealth generation for vulnerable populations in the short- and medium-term framework. SCP-GAFSP provided finance (US\$50M) for 20% of the four technical components of the SCP. The project was also designed to be consistent with the IFAD Strategic Framework of the RB-COSOP 2010-2015.
22. At the time of appraisal, farmers' access to inputs was considered as a major hurdle preventing production increases. Improvement in yields was also hampered by limited access to knowledge and technologies resulting from scarce extension services and trainings. Production volumes were further constrained by the lack of storage facilities which generates high rates of post-harvest losses. In the past, studies have shown that only 5% of farmers seemed to have access to proper storage. Value-addition was considered low in the absence of modern processing equipment and rural infrastructure constrained farmers' access to market. More broadly, farmers suffer from limited rural services, including financial services which prevent farmers' investments in modern inputs, as well as rural enterprises development. Rural enterprises involved in agro-processing and input trading were predominantly informal and often do not respond to farmers' needs. Their products were of low quality and lack the necessary diversification to meet

the limited needs of the low purchasing power of the rural community. Finally, almost all commodities value chains were underdeveloped.

23. In response to the challenges faced by smallholder farmers, the SCP-GAFSP overall goal was articulated around four major components: Component 1 (smallholder agriculture and commercialisation), Component 2 (small scale irrigation), Component 3 (access to rural finance) and Component 4 (coordination and management).
24. Based on the coherence between (i) GoSL's political expression through the NSADP/CAADP and its articulation with the Millennium Development Goal 1, "reducing poverty and food insecurity", (ii) from the SCP to the GAFSP through six components, and (iii) from the adequacy of the IFAD offer (COSOP 2010-2015), it should be specified that the SCP-GAFSP is a relevant poverty reduction and inclusive agricultural development programme focused on improving the living conditions of rural people. As a result, it perfectly meets the development objectives expressed by GoSL at the end of the civil war in 2001.

C.2. Internal Logic

25. The SCP-GAFSP programme emanated from NSADP, Sierra Leone's strategy of operationalizing CAADP. The NSADP objective was to make agriculture the engine for socio-economic growth and development. At the time of appraisal, the priority was to implement the NSADP in phases starting with the Smallholder Commercialization Programme (SCP^[1]). The overall goal of SCP was to reduce rural poverty and household food insecurity on a sustainable basis, and to strengthen the national economy. In particular, the programme had the following key objectives: (i) increased agriculture sector growth from 4% to 7.7% by 2015; (ii) increased incomes of farming households by 10%; and (iii) increased household food security by 25%. Therefore, the approval of SCP-GAFSP by the multi-donor financing facility "Global Agriculture and Food Security Programme" to support 4 of the 6 SCP components was considered appropriate because of its alignment to GoSL priorities.
26. Linkage with the IFAD Rural Finance and Community Improvement Programme (RFCIP) for the implementation of Component 3 of the programme demonstrated synergy with sister projects in the agricultural sector. Besides, IFAD has been strongly engaged with the Government in implementing projects in the sector since the end of the conflict with very successful experiences. The RFIs created under the programme, through the Apex Bank, have become strong financial outlets for Agriculture Business Centers (ABCs) under Component 1.
27. The SCP-GAFSP design was based on an in-depth analysis of the problems of small-scale agriculture in Sierra Leone. At the time of appraisal, farmers' access to inputs was considered as a major hurdle preventing production increases. Improvement in yields was also hampered by limited access to knowledge and technologies resulting from scarce extension services and trainings. Production volumes were further constrained by the lack of storage facilities which generates high rates of post-harvest losses. In the past, studies have shown that only 5% of farmers have access to proper storage. Value-addition was considered low in the absence of modern processing equipment and rural infrastructure constrained farmers' access to market. More broadly, farmers suffer from limited rural services, including financial services which prevent farmers' investments in modern inputs, as well as rural enterprises development. Rural enterprises involved in agro-processing and input trading were predominantly informal, and often do not respond to farmers' needs. Their products were of low quality and lack the necessary diversification to meet the limited needs of the low purchasing power of the rural community. Finally, almost all commodities value chains were underdeveloped.
28. The project logical framework at design was of high quality and shows the vertical and horizontal relationship and the results hierarchy in a functional and relational manner. This was corrected later. Initial budget resources and timeline were adequate, but implementation was delayed by the suspension of project in 2014, and the Ebola Virus disease, necessitating a 2 year no-cost extension in project completion from 2017 to 2019.
29. The overall approach of SCP-GAFSP tree crop interventions has proved to be sound as it allows beneficiaries to fully participate and take full ownership of the whole process. It covers rehabilitation of existing cocoa plantations (under brushing old cocoa trees/farms, pruning, sanitation, de-shading, gap filling), and planting of new oil palm plantations. For both crops the approach involves procurement of seeds from SLARI in the case of cocoa, and from PalmElite in Benin Republic in the case of oil palm. Cocoa seeds and oil palm seedlings (pre-nursed at Njala University), are planted in community nurseries, where the seedlings are taken care of by Youth Contractors (YCs) engaged by Service Providers with the active participation of community members who receive the seedlings for gap filling in the case of cocoa and establishment of new plantations in the case of oil palm. Farmers are grouped into Farmers Field Schools (FFS), transformed to Farmers Based Organizations (FBOs) on graduation, with an observed range of 30–33 farmers in each group.
30. Although the SCP-GAFSP project recognised at design that commodity value chains were underdeveloped, the approach proposed in the design did not take full consideration of the complexity involved in value chains. There were challenges in terms of linking farmers to private sectors, accessing the right set of inputs from agro-dealers and more importantly the limited understanding of the roles and responsibilities of the various actors in the value chains.
31. The design and implementation of the IVS component built on the lessons learned from the previous IFAD RCPRP

Program, and extending the extent of IVS development into the 9 SCP-GAFSP districts. IVS associations, supervised by technically competent Service Providers, developed their IVS with appropriate water management structures to allow the planting of crops 2-3 times per year. Youth contractors (2 per IVSA) were trained in IVS development, water management and climate change, and were important of the transfer of the information they received to their communities. IVS associations were provided with improved rice seed and fertilizer and instructed in improved crop management practices. Nine IVS associations were rewarded for their successes with the construction of warehouses and drying floors to help with post-harvest crop management.

32. Establishment of CBs and FSAs in the project areas is timely and relevant in the community in which they are established. Their establishment has driven away shylock lenders, reduced borrowing from family and reduced use of other informal set-ups such as merry-go-rounds known as “ususu” in Sierra Leone. Many of those previously relying on VSLAs created by other development interventions are now using FSAs and CBs. Access to credit from the RFIs, which is affordable to all and without discrimination, is of good value to the saving habits, inculcated in the target communities. Reporting reveals that the number of women beneficiaries overweighs the number of male beneficiaries accessing loans in the RFIs. Financial inclusion has enabled married women and women headed households to improve their income generating activities, especially low-ranking civil servants, petty traders and other women involved in agricultural value chains. There is still a need for agricultural load products, which should be addressed by AVDP.
33. In addition to the establishment of the 19 RFIs, the project provided refinance facility of US\$500,000 to the Apex Bank to on-lend to these institutions. With this refinance facility, the RFIs were able to cushion the effect of high demand for loans from their clients. In addition to servicing beneficiaries of the two project components, non-project beneficiaries also had access to affordable rural financial services. that include credit and savings, money transfers, salaries outlets mostly for teachers and civil servants’ pensioners and remittances.
34. The real existing links are limited to the level of production with primary product processing, rural financial services, agrodealers. The essential links such as: traders, service providers in the maintenance of agricultural equipment, the analysis of product samples for a safe consumption, the supply of packaging, are totally missing. The animation work of value chains through relationships between actors and the establishment of work platforms was not carried out to trigger the process of value chain dynamics.
35. The contract-farming approach which targets exclusively tree crops and the involvement of the private sector in order to encourage value-chain development and investments in the agricultural sector in Sierra Leone did not go as planned. In fact, the project concentration was more on production and very little was done regarding value addition and linkages with the private sector.
36. Achievement of the initial project targets were meant to contribute to the overall goal of empowering the rural poor to increase their food security and incomes on a sustainable basis leading to long term economic development and poverty reduction. However, revision of project targets, suspension and the EVD outbreak affected project impact.
37. Even if the relevance of the SCP-GAFSP logical framework to the objectives previously sought is obvious, it is important to note that the expected results in terms of support for the marketing of productions were less realistic. Due to the low structuring level at the start-up of SCP-GAFSP and the necessary achievements to boost a marketing circuit that builds on a product line approach. However, this is a challenge compared to the current situation of the project, marked by new ambitions supported by AVDP.

C.3. Adequacy of design changes

38. Several programmatic changes were instituted by SCP-GAFSP with varying degrees of success. The change from that of contacting key project implementation to Service Providers - Cashew value chain to an NGO, FFS to FAO, etc., which proved not to be appropriate, to the direct supervision of project activities by PMU technical staff, was a positive change that led to more efficient and effective programme implementation in subsequent years.
39. Changes in targets to match budgets and the revised time frame were appropriate and allowed the project to achieve its revised and more realistic targets: The small-scale irrigation component was revised from 4,000 hectares to 2,000 hectares. The tree crops sub-component had an initial target of 8,000 hectares (cocoa 3,800 ha, coffee 1,200 ha, and oil palm 3,000 ha). Based on an assessment carried out on coffee, it was realized that the world market price for coffee had dropped considerably, consequently farmers interest on coffee production was recorded low and therefore the rehabilitation of coffee was cancelled. The project was also meant to establish 200 new ABCs to link with rural intermediaries, provide smallholder farmers with essential services that support access to technology innovations. The target was strategically refocussed to one of making 52 established ABC fully functional and viable business entities. Also, the establishment of new Community Banks (CBs), was revised from 7 CBs to 4 CBs, with the emphasis placed on consolidation of the existing institutions (51 FSAs and 17 CBs) to ensure sustainability.
40. The Ebola Virus Disease (EVD) outbreak, which lasted for almost 18 months, affected project activities. Government placed a ban on non-Ebola related operations including movement and gathering of people. In view of this, farmers had to temporarily suspend cultivation of crops. This led to loss of valuable implementation time and also affected the

delivery of project targets. Against this backdrop, the project was granted 2 budget-neutral extensions to achieve the revised targets.

41. The project was also meant to establish 200 new ABCs to link with rural intermediaries, provide smallholder farmers with essential services that support access to technology innovations. These services include bulking centres, inputs and outputs marketing, equipment renting, communication and technical advisory services for production and processing. However, the establishment of new ABCs was halted after an agreement was reached between IFAD and GoSL to making the 193 ABCs established by other partners (EUFF and RPSDP) functional. An assessment was done on 193 ABCs leading to the selection of 52 ABCs that were transformed into viable business entities.
42. The establishment of Community Banks (CBs), which is part of Component 3 (access to financial services) was revised from 7 CBs to 4 CBs. The justification for this revision was attributed to the fact that since this component was implemented by the RFCIP, IFAD recommended that there should be consolidation of the existing institutions (51 FSAs and 17 CBs) to ensure sustainability. As part of the sustainability strategy, working capital of US\$5M was provided to the 4 CBs to cushion the unmet demand for loans from their clients.
43. The project management component also had significant interruptions. Due to serious management issues at the PMU as well as a case of mis-procurement, an audit and investigation covering the period June 2012 to October 2013 was conducted by the Audit Service Sierra Leone (ASSL). This led to the suspension of the programme by IFAD in August 2014. The PMU suffered high staff turnover during this period. A total 9 out of 21 staff left the project due to suspension of the project. The majority of the staff that left were technical. The recruitment process of the technical staff that carried on to completion was only finalized in mid-2017 and professional positions filled. However, the position of Programme Manager was replaced four times attributed mainly to performance and time-based contracts.
44. Despite all the difficulties related to management problems within the PMU between 2012 and 2013, and the consequences of the Ebola epidemic: closure of the program for 2 years, movements to technical staff, etc. SCP-GAFSP has achieved satisfactory results.

D. Assessment of project effectiveness

D.1. Physical targets and output delivery

Components/Outputs/Indicators	Unit	Appraisal Target	Revised Target	Cumulative Actual	Percentage Achievement
Outreach					
No. of intended and actual direct beneficiaries by gender and age.	Number	100,000	60,500	158,272 ^[1]	158.3%
Indirect beneficiaries	Number	300,000	300,000	295,000 ^[2]	98.3%
Component 1: Smallholder Agricultural production and commercialization					
Output 1.1: Intensified production through support to grassroots FBOs and FFS methodology					
Direct beneficiaries under FBOs by gender and age	Number	30,000	30,000	32,064 ^[3]	106.9%
FBOs registered	Number	1000	1000	1,020	106.9%

Components/Outputs/Indicators	Unit	Appraisal Target	Revised Target	Cumulative Actual	Percentage Achievement
FBOs trained in production practices	Number	1000	1000	862	86.2%
Additional hectares established by farmers having adopted the technologies being promoted – 3,800ha cocoa, 1,200 ha coffee, 3,000ha oil palm	Hectare	8,000	6,700	6,700[4]	100%
Output 1.2 : Improved access to market and inputs					
Direct beneficiaries under ABCs by gender and age	Number	10,800	10,800	13,664[5]	126.5%
New ABCs [6] established	Number	200	-	-	-
Business Plans developed for ABCs	Number	52	52	52	100%
MoUs [7] with implementing partners	Number	300	300	79	26.3%
Volume of farm produce under improved storage	Mt			26	
Agro-dealers established	Number	40	40	17	42.%
Output 1.3 : DAOs are fully functional and NaFFSL is strengthened					
Results-based contracts with DAO covering coordination and M&E responsibilities	Number	20	13	13	100%
Percentage of the capacity building plans completed after 2 years	%	100	100	100	100%
Client days of extension services provided to farmers/FBOs	Number	1,620	14,886	13,680	91.9%
NaFFSL [8] restructured including revised constitution, management structure and action plan	Number	1	1	-	-
Component 2: Small scale irrigation development					

Components/Outputs/Indicators	Unit	Appraisal Target	Revised Target	Cumulative Actual	Percentage Achievement
Output 2.1: Lowland developed/Rehabilitated					
Direct beneficiaries for IVS by age by gender	Number	8,000	8,000	7,578 ^[9]	94.7%
Inland Valley Swamp rehabilitated	Hectare	4,000	2,000	1,991.36	99.6%
Local Service Providers/youth contractors established	Number	26	26	22	84.6%
Inland Valley Swamp (IVS) Associations registered and trained in IVS management	Number	270	270	158	58.5%
Component 3: Access to Rural Financial Services					
Output 3.1: FSA Developed					
Direct beneficiaries for FSAs by gender and age	Number	28,864	28,864	28,160	97.6% (F 52%, Y 45.7%)
FSAs created	Number	15	15	15	100%
Active FSAs Loan accounts	Number	10,670	10,670	11,114	104.2%
Active borrowers by gender and age	Number	10,670	10,670	11,114	104.2% (F 48%, Y 36.4%)
Output 3.2: CB supported					
Direct beneficiaries for CBs by gender and age	Number	7,887	7,887	12,012	152.3% (F 41.6%, Y 45.8%)
CBs created	Number	7	4	4	100%
Active CB Loan accounts	Number	3,992	3,992	4,534	113.6%

Components/Outputs/Indicators	Unit	Appraisal Target	Revised Target	Cumulative Actual	Percentage Achievement
Active borrowers by gender and age	Number	3,992	3,992	4,534	113.6% (F 45.5% Y 40.1%)
Output 3.3: Institutional support in place					
An apex body for CB/FSA is in place and functional	Number	1	1	1	100%
CBs and FSAs having access to the refinance facility	Number	19	19	19	100%
BoSL received additional capacities and support	Number	1	1	1	100%
Component 4: Coordination, Monitoring and Evaluation					
Output 4.1: Strategic planning, coordination and management					
Well-articulated management structure for GAFSP is adopted	Number	1	1	1	100%
Output 4.2 M&E, Information and knowledge sharing					
An effective and functioning M&E is put in place	Number	1	1	1	100%

45. Considering the time lost in the implementation of key project activities and the imminent initial completion date of 30th September 2016, the appraisal targets were revised during the 2016 supervision mission. The establishment of 200 new ABCs was halted at the inception stage because the 193 ABCs established by other partners (EUFF and RPSDP) were having challenges of functionality and governance attributed mainly to political interference in the establishment process of these institutions. The access to rural finance component established 15 FSAs and 4 CBs with a shortfall of 3 CBs. The shortfall was attributed to the fact that the project should consolidate the gains made and learned from the past experience under RFCIP I & II supported by IFAD in Sierra Leone. The MTR was undertaken in June 2015 and some of the key findings were (i) field implementations support for the agricultural components was very minimal and (ii) the access to rural financial services was the most successful component. In view of this, the analysis of the various components will be based on the physical progress table shown in Appendix 8. This table shows the appraisal targets, revised targets and achievements, noting any critical success or failure factors.
46. **Component One – Smallholder Agriculture and Commercialization.** Output achievements for this component will be discussed under three sub-components: (i) Production intensification through support to grassroots FBOs and the FFS methodology (MAFFS/FAO), (ii) Improved commercialization through access to agro-services and value-chain development and (iii) : Enhanced long-term technical support and representation through the institutional development of MAF and farmers' organizations (FO).

47. Under sub-component one, anticipated consolidation of 1,000 FFS/FBOs was more than hundred percent achievement (102%). A total of 1,020 FBOs were set up or consolidated (corresponding to 374 food crops FBOs established by FAO, 196 tree crops FFS/FBOs established by MAF/Project, 292 FBOs under the 52 transformed ABCs and 158 IVS Associations set up by the project through service providers). Unfortunately, the IVS associations did not go through the FFS methodology because of limited funds but as part of the project exit strategy, these associations will leverage technical support from the IFAD follow-up programme, AVDP. Going through the FFS involves training farmers in production techniques and management as well as literacy courses.
48. In terms of tree crops, the project successfully established/rehabilitated 6,700 hectares of tree crops (corresponding to the rehabilitation of 3,200 hectares of cocoa, establishment of 3,000 hectares of oil palm and rehabilitation of 500 hectares of cashew). This achievement was 83.8% of the project target of 8,000 hectares. The market analysis for coffee establishment/rehabilitation in Sierra Leone^[10] undertaken by the project revealed that world market price for coffee dropped sharply in 2015 and this trend was projected to continue in the next few years of project implementation. This price fluctuation was viewed to have an effect on private sector players and hence the prices received by smallholder farmers. In view of this, investment in 1,200 hectares of coffee by the project was considered not a very good initiative. The 3,000 Oil palm farmers also benefitted from intercropping with rice and groundnuts. Given the fact that oil palm was established in the last two years of project implementation, proceeds from the intercropping will continue to be used for plantation maintenance and food security.
49. Regarding tree crops yields, a cocoa yield study carried out in 2017 shows that project supported farmers had an average yield of 0.329mt/ha and non-project supported farmers recorded an average of 0.290mt/ha. A similar study repeated in 2018 cropping season shows an average yield of 0.475mt/ha for project supported farmers and 0.341mt/ha for non-project supported farmers. Therefore, yield growth rate for project supported farmers was 44.4% attributed mainly to good agronomic practices.
50. Under the sub-component improved commercialization through access to agro-services and value-chain development, a three-pronged approach was envisaged at design: (i) Setting up of 200 Agricultural Business Centres, (ii) The Agro dealer models for staple crops and (iii) The contract farming approach.
51. Regarding the financing of 200 new ABCs, an agreement was reached between GoSL and IFAD to halt the establishment of new ABCs and concentrate on the consolidation of the existing 193 ABCs. An assessment^[11] was carried out on the business operations and performance of 193 existing Agricultural Business Centres. The results of the assessment ranked 52 ABCs as best performing based on the parameters used and the fact that these ABCs were ready for transformation. Four (4) ABCs were selected per district for transformation. As part of the transformation package, value-chain^[12] equipment and generalized tools were provided to the 52 ABCs and working capital of which 50% was grant and 50% highly concessional loan was also provided to the 52 ABCs. The loan component will be repaid after 3 years to the rural finance network established by the Rural Finance and Community Improvement Programme (RFCIP) funded by IFAD. Management of these ABCs have also undergone trainings in various themes such as gender, business plan development, cost-benefit analysis, business to business platforms, record keeping, etc. In terms of business contracts, 25 out of the 52 supported ABCs signed business contracts with various players. Other achievements under this sub-component were: (i) 39 out of 52 ABCs have operational equipment (milling machine, tractor, etc.) but training for using the tools and machines has not been done. So, except for tractor, not all other equipment is currently used; (ii) 52 ABCs have cash savings, on average USD 1,400; (iii) on average, there are 6 FBOs per ABC. All the ABC FBOs received FFS training.
52. A livestock component was added in 2016 that targeted 25 transformed ABCs. FAO established and trained community animal health worker groups and provided equipment (feed mills for processing food for ruminants and solar refrigerators), start-up kits, drugs and vaccines.
53. Through the result-based MoA with CNFA, this institution successfully developed a private network of 27 agro-dealers providing the smallholders with access to improved inputs (seeds, fertilizer, crop protection products) and services (advice, machinery, credit). Unfortunately, only 17 agro-dealers were functional at completion. These 17 agro-dealers also benefited from working capital provided by the project to operationalize their business plans.
54. The contract farming approach proposed in the design was never successful because the focus was more on production instead of linkages with the private sector. Unlike RCPRP, an IFAD funded project which closed on 31 March 2017, contracted private sector players and cooperatives to organize and supervise the rehabilitation of tree crops (mostly cocoa) of smallholders and to also serve as ready market for farmers produce. SCP-GAFSP on the other hand, only contracted service providers for the production aspects with minimal concentration on other value-chain activities.
55. With regards to the third sub-component (enhanced long-term technical support and representation through the institutional development of MAFFS and farmers' organizations (FO)), capacity building was provided to the 9 DAOs from a project target of 13 DAOs. This capacity building included provision of mobility, office equipment, furniture, face-lifting of office buildings, training in various themes and allowances to District Agricultural Staff. The monitoring and evaluation functions were embedded in the results-based MoAs with DAOs. The 4 DAOs (Kenema, Kailahun,

Kono and Koinadugu) were not supported under this project because similar support was provided under the interventions with the IFAD funded RCPRP and RFCIP. Initial transformation of NaFFSL started with FAO through a capacity needs assessments to understand the strengths and weaknesses of this umbrella organization of FOs. The FOs at district level were supported with desktop computers to maintain databases of their membership. However, to ensure synergy with SCADeP, the World Bank funded project, NaFFSL was able to leverage capacity building support to assist them in becoming more effective in performing its advocacy role on behalf of farmers in Sierra Leone.

56. **Component Two - Small scale irrigation development** Achievement under this component was recorded at 99.6% (1,991.36 ha) of the revised project target. The original project target was 4,000 ha but considering the uncertainty surrounding the budget-neutral extension and proximity to the initial project completion date of 30 September 2016, IFAD Supervision Mission of May/June 2016 recommended a reduction of the project appraisal target by half. This reduction had an effect on the number of IVS Associations established, 158 as against an appraisal target of 270 and a similar effect was seen in the membership of the IVS Associations, 7,578 as against a project target of 8,000 farmers.
57. In rehabilitating/developing the 2,000 hectares of IVS, contracts were awarded to 22 service providers or local contractors (corresponding to 84.6% achievement) to support the farmers in providing water control structures to ensure effective utilization of the swamps. To support the utilization of the IVS, the project provided seed rice and fertilizers to IVS Associations on a 60% subsidy and 40% loan basis. The recovered seeds were redistributed to farmers during the subsequent planting seasons. However, the challenge of seed viability especially after the first and second planting became conspicuous in the latter years of project implementation.
58. Based on the 2017 rice yield study, the average yield of project supported farmers is 2.3 Mt/ha and for non-project supported farmers is 1.7 Mt/ha (corresponding to a 35% increase in rice yield). At project inception rice yields were as low as 1.4mt/ha. The results of the 2018 crop cutting survey shows that the average rice yield for project supported farmers was 3.25mt/ha and the non-project supported farmers was 1.97mt/ha (corresponding to 65% increase in rice yield for project supported farmers).
59. This component also supported the training of 316 youth contractors in IVS rehabilitation and development, agronomic practices and water management and gender mainstreaming using the GALS methodology. This output shows an achievement of 58.5% of project target. This low achievement is attributed to the number of IVS Associations established.
60. **Component 3 Access to Rural Financial Services:** This component was meant to overcome the financial constraints faced by farmers, FBOs, and rural/agro-businesses in order to facilitate and complement the activities of components 1 and 2. In line with the memorandum of agreement signed with the RFCIP, the project established 15 FSAs and 4 CBs to reach at least 10% of the targeted farmers in in ABCs, FBOs, IVS and tree crops. The achievement of CB establishment was recorded at 57% because it was recommended to consolidate the gains already made. The project provided US\$ 500,000 to Apex Bank as refinance facility for on-lending on lending to CBs and FSAs under a Refinance Facility window. The refinance facility is meant to service both commercial and agricultural loans. Based on the memorandum of agreement signed between the project and Apex Bank regarding the transformation of the 52 ABCs, SCP-GAFSP transferred US\$400,000 to Apex Bank to on-lend to the ABCs through the above-mentioned RFIs. At the time of the completion mission team, the exercise was at its infant stage and therefore difficult for the team to ascertain its impact at the time.
61. As at end July 2019, the outreach of this component was 32,442 registered shareholders (28,326 FSA & 4,116 CB), and having mobilized an equivalent amount of US\$ 687,459.95 and US\$ 92,011.80 as share capital respectively. This was estimated to be 38,776 households (FSA 27,733 and CB 11,043) of which 45% are women and 38% are youth. This outreach shows an achievement of 106% from a project target of 36,751(FSAs 28,864 and CBs 7,887). The average PaR for FSAs is 6% and CBs is 21.4%. The average OSS for FSAs is 235% which reveals an upward trend compared to 2018 average of 190%. The CBs showed an average OSS of 174% compared to 135.6% in 2018. The percentage of loan portfolio that goes to Agriculture is 20%, showing an upward trend from the last year's achievement of 17%.
62. With regards to participation in rural finance, 26% of project supported farmers have got shares with FSAs and 24% have accounts with CBs. In terms of access to loans, around 17% of farmers who have shares or accounts at FSAs/CBs have received a loan from the respective institutions. As at completion, an amount equivalent to US\$ 1, 645,053.67 & US\$ 103,889.89 loan outstanding for FSAs & CBs respectively. Active loan clients at 11,212 and 5,124 for FSAs & CBs respectively with 45% and 48% women representation respectively and 16% portfolio on agriculture in the case of CBs.
63. Based on operational and financial self-sufficiencies, all the 15 FSAs and 2 CBs have acclaimed profitability as at July 2019. Average OSS stands at 203% and 161% for FSAs and CBs respectively. With regards Portfolio at Risk below 5 percent (PAR<5%), 27% and 25% of FSAs and CBs respectively have met the targets
64. **Component 4 - Planning, coordination and management.** The objective of this component is to ensure effective strategic and operational planning of the project, efficient coordination of the various components and between the

various stakeholders, and overall monitoring of project progress and evaluation of impacts on smallholder farmers. The Project Management Unit (PMU) developed Annual Work Plan and Budgets (AWPBs), provided project reports in a timely manner, organised annual audits, organised project quarterly review meetings, organised national steering committee meetings, ensured project visibility to all stakeholders, and provided overall project management. Other specific achievements of this component include the following:

- Established an effective Monitoring and Evaluation (M&E) system, involving Ministry of Agriculture (MAF) district personnel to monitor and collect data on project activities using the ODK (Open Data Kit) system.
- Mainstreamed gender in the various project activities using the GALS methodology.
- Organized weekly radio broadcast of “farm for business hour” through 10 community radio outlets
- Produced quarterly newsletters for stakeholders (Ministry of Agriculture, Ministry of Finance, IFAD and private sector players)
- Trained 40 community gender journalists. They were trained in news gathering and reporting especially on activities relating to project beneficiaries. The training also included media ethics and gender mainstreaming.
- Distributed basic broadcast equipment (digital recorders, microphones, headphones, memory devices etc.) to Community Journalists in order to aid their information system.

65.

D.2. Rural Poverty impact

i) Household income and assets

66. The terminal Evaluation Impact Study revealed that the project had a positive impact on the livelihood activities of beneficiaries. For example, female headed households that regarded trading as their primary livelihood activity declined from 38% to 33%, while the proportion regarding IVS as their primary activity increased from 25% to 30%, and tree crops from 12% to 16%. Total incomes of households participating in IVS production are estimated to have increased by 38% above that of the control group of non-participants for male headed households, and by 67% for female headed households. For Tree crop participants the income change is estimated to be 28% for female, and 57% for male headed households. All the income changes are far more than target (10%). Such increases are attributed to the capital investments made by the project and the use by beneficiaries of the agronomic practices promoted by the project.
67. The income gains have resulted in changes in asset ownership. The Impact Study revealed that asset ownership increased for all non-farm assets except for computers, boats and TVs. Marked increases were observed for electric irons, fans, and motor bicycles. Overall, non-farm asset ownership increased by 20%. The project had negligible effects on ownership of agricultural assets, except for land ownership which was estimated to be 12% above the level of non-participants for both male and female headed households.

ii) Human and social capital

68. The project provided substantial technical training (mainly through FFSs), business management training, and training on gender and GALS over the course of the project lifetime. These activities have increased human capital among beneficiaries, that is, their knowledge, skills and practices, generating benefits to date and increasing the human asset base of beneficiaries into the future. On the other hand, all the employees working with the RFIs were provided with trainings ranging from Board Governance issues, Financial Management, Financial literacy for shareholders/members and management trainings as well as GALS training for RFIs’ managers and credit/loan officers.
69. Contributions towards the enhancement of social capital are also visible through the organization of farmers into FBOs and ABCs; bringing together farmers increases their capacity to reach production related services, including those that increase their human capital, and increase their marketing capacity and bargaining power. The project has had little time to prove the effects of generating such social capital improvements but improvements in this respect should be expected. Bringing together men, women and youth in these structures has enabled women and youth in particular to substantially increase their social capital in agriculture – a capital that was largely in the hands of adult men - by creating the possibility of participating in organized agricultural structures at local level.
70. Social capital has also been generated at household level among those reached by the Gender Action Learning System (GALS) and at FBO and ABC level. While not all groups are homogeneous or have the same characteristics or performance, GALS interventions have increased the potential for collective action and bargaining for men and women of different ages and socio-economic conditions.

iii) Food security

iii) Food security

71. Testimonies at community level indicate that households targeted by the project are eating more meals per day in some cases, while in others, the threat of going through periods of hunger or low availability of food has decreased among beneficiaries. Using estimates of Food Consumption Score (FCS), the Impact Study revealed that during the project implementation period food security increased among non-participants (FCS [11]* from 30-54) as well as for participants (FCS from 32-62). But using the double difference method, revealed that proportional changes were negligible, i.e. the overall effect of the project on food security was negligible. Across gender, results showed that female headed households were slightly more food secure than male headed households.

iv) Agricultural productivity

72. Development of IVS locations resulted in increased rice and vegetable production through water management and the ability to grow up to 3 crops per year in each location. Studies carried out by the project, such as the cocoa yield study and the rice yield study both of 2017 point to increases in cocoa and rice yields among targeted beneficiaries against earlier measures as well as against non-supported farmers. The Impact Study showed that 31% of IVSA members reported having adopted improved farming practices and technologies related to IVS, while that rate stands at 61% for FBO members involved in cocoa rehabilitation. Cocoa farmers obtained additional yield increases compared to non-beneficiaries, that ranged from 30 kg/ha in Moyamba District to 206 kg/ha in Tonkolili District. Beneficiaries with over the 25% target yield increase ranged from 85.9% in Tonkolili, 71% in Pujehun, 29% in Bo, to 17% in Moyamba. On the average cocoa farmers obtained a net yield increase of 22% which can be attributed to project rehabilitation of their farms.
73. For IVS rehabilitation, while beneficiary farmers obtained an average of 20.6% yield increase, non-beneficiaries were getting an average of 4.8%, making a net gain of 15.8% which can be attributed to project interventions. Average yield increases only exceeded the project target of 30% in Bombali (59.4%) and Port Loko (40.9%).
74. The Impact study revealed that the project had minimal impact on the level of post harvest crop losses among beneficiaries. Participants reporting that their situation had improved only ranged from 7.5% in Bo District to 27% in Port Loko District.

v) Institutions and policies

75. The following outcomes have been observed:
- The establishment of RFIs has been successful, allowing rural access to finance in areas previously without financial services in the remote parts of Sierra Leone. However, the Impact Study revealed that access to financial services is still quite low in rural areas, although it increased from 9% to 15.5% among project beneficiaries, while increasing from 1.4% to 2.2% among nonparticipants. Male Headed households had more access to credit than female headed households before and after the project's intervention. However, female headed households access to finance increased more than male headed household. The rate almost doubled (98%) for female headed households while the increase for male headed households was at 59%.
 - Success stories reveal that many RFI loan clients ranges from women narrating stories of enhanced business from mere table selling to wholesale warehouses. Some of them cross the borders to buy/ sell goods. Some shareholders attested having accessed credit from the RFIs, use it to make affordable shelters, cloth their families and ensure necessities are daily availed to them. Many appreciated the project for having brought meals to their tables at least twice a day as opposed to prior to project intervention whereby one meal or none was served at times, and more so during raining season. Employment creation is evident in both RFIs' employees as quite a number of youth engaged in commercial Motorcycle ("okada") riding and motor vehicles acquired from loans from the RFIs. Women are not left behind as well in "Okada" business.
 - The improvement of 52 ABCs has made provision of agricultural services possible, and sets a solid foundation for value chain improvements under AVDP
 - The success of FFS in tree crops has highlighted the need for FFS for IVSAs in the future.
 - The model for development of IVS locations is now well accepted and in use country-wide

vi) Access to markets

76. The project has carried out relevant actions to facilitate the commercialisation of the smallholder produce, including the inclusion of Agrodealers in the value chain structure, and the improvement of storage for the produce.
77. There is however no effective knowledge and identification of product buyers for different markets, or a stratification of buyers per type and level of order:
78. There are several challenges:

- Aggregating production to respond to large purchasers is still a challenge as not all groups have a sufficiently large surplus
- Limited space reserved for primary processing: sorting, decortication, molding, bagging, packaging, and others.
- Limited access to suitable packing material such as bags of 50 to 100 Kg for rice, and cocoa, as well as cans of 5 L and 10 L for palm oil;
- Limited access to Free Town distributors to get the production in supermarkets and other retail markets (Small, Medium and Large. **Production Costs - Knowledge and Control.** Effective knowledge of actual production costs is the first step in marketing, whereas the structure of production costs and those related to the primary processing of products are not fully understood by the producers. Basically, the only cost information is about direct purchase costs of raw materials and selling price to buyers. Nevertheless, production cost intermediates (ex. direct field labour, production tools and equipment depreciation, harvest costs, and the production's transport) are not effectively defined.
- The actual production and processing profits are not correctly identified, and this requires support by AVDP.

D.3. Gender equality and women's empowerment

79. The project recognised the reality of unequal gender power relations prevailing in the country and the effects it has on women's, household and broader socio-economic progression. Targeting quotas were established for women different interventions with encouraging performance.
80. The GALS methodology was the prime vehicle adopted by the SCP-GAFSP to mainstream gender and promote women's empowerment in most project components and sub-components. Even though the methodology reached only a part of beneficiaries, encouraging results are observed among target beneficiaries, IVSAs, FBOs and ABCs reached, including women now having access to farmland and engaging in income generating activities. Beneficiaries have also reported increased women involvement in FBO and ABC governance structures, and participation in decision-making at all levels through open processes with their voices and preferences being considered. Beneficiaries reached with GALS over time display greater confidence. The relevance of the GALS methodology was also felt in the rural finance catchments where it has led increase in the number of shareholders and in loan repayment rates. Experience with the use of the methodology in the past in Sierra Leone and beyond indicates the self-replication of the methodology from those directly reached and other project beneficiaries and community members.
81. The Project also benefited from capacity building associated with the coordinated investments made by the IFAD funded RFCIP-II, which worked with MAFFS to support the production of a GALS manual, specifically tailored to Sierra Leone. Further opportunities could have been explored to promote the use of the methodology with the MAFFS with development players across the country.

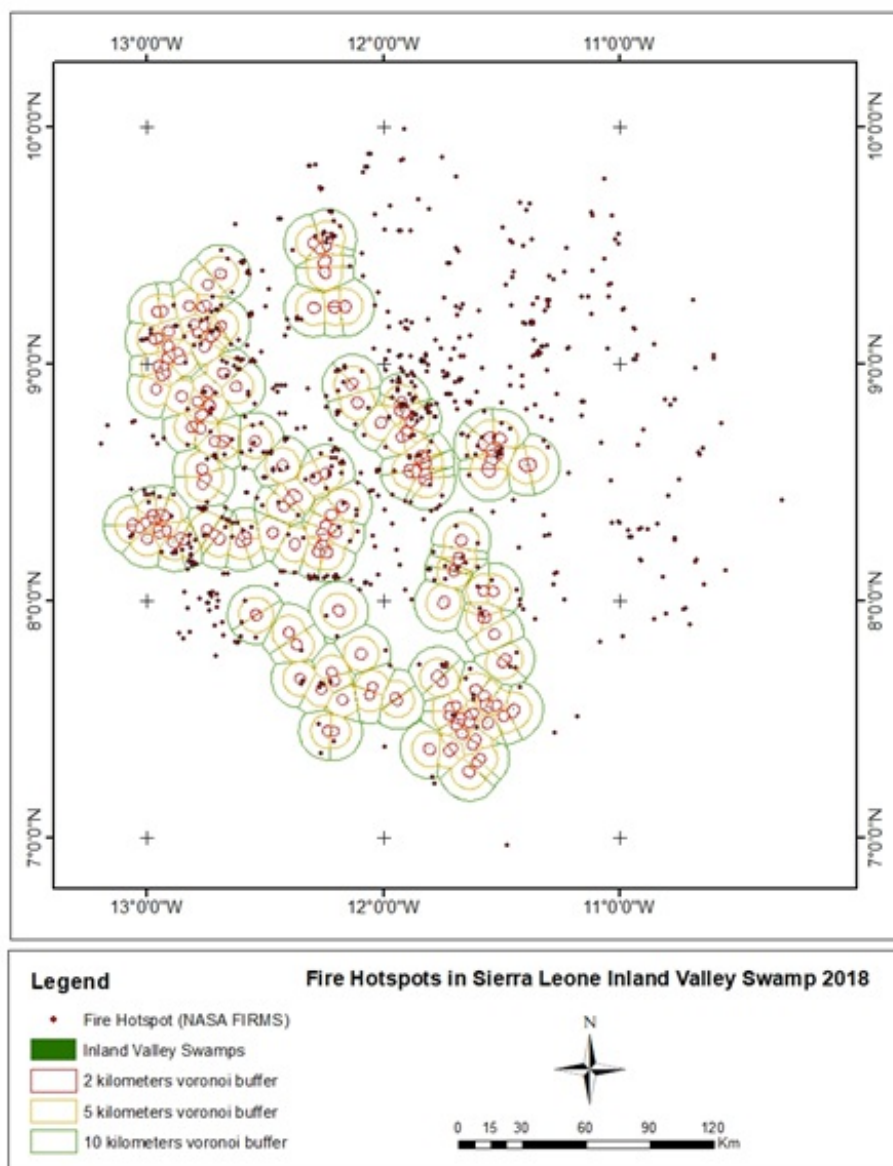
D.4. Adaptation to climate change

82. **Hazards and impacts:** The main climate hazard farmers reported is rainfall variability. This includes the delayed onset of rainy season, continuous heavy rainfall, extreme rainfall events causing flooding and reduced total precipitation in the rainy season. Basic climate analysis undertaken by the project completion team confirms farmer testimonies. Rainfall variability disrupts their farming activities, damages crops and causes flooding that washes out rice seeds/seedlings. Overall rainfall variability reduces yields and is one of the main reasons why smallholder farming is a risky business.
83. **Adaptation:** IVS development is the project intervention with the highest adaptation potential. Fully developed and well-managed IVS mitigate climate change impacts through improved water control and management. In times of abundant rainfall, IVS structures (head bund, main drain and peripheral canals) can divert and remove excess water from the IVS. In the case of reduced rainfall, farmers can open up inlet pipes to allow more water to enter the plots. Farmer resilience has increased by being less vulnerable to flooding events that washes out the crop and increased production and income generation. After reviewing the technical specifications for IVS development, it is not clear if projected increases of rainfall of 5-10 % have been incorporated in the calculations to determine the height and strength of bund structures. If not, this should be done for AVDP.
84. Practices to reduce the effects of climatic change on tree crop production are being used especially at the FFS/FBO level. The practices include mulching, rejuvenation, intercropping with annuals (plantain, ground nuts, etc.). The annuals also serve as food for the main plant and provide food for human consumption contributing to food security and income generation. With the increased income to be generated from the plantations, the resilience of the livelihoods systems will also be increased.
85. **Infrastructure:** The visited warehouses and drying floors seem to be of solid construction and capable of withstanding heavy and prolonged rainfall events. A strong foundation raising working surfaces well above ground level and a good drainage system prohibits water intrusion. The roofing seems solid. The infrastructure is also located on sites with higher elevation that are not generally prone to flooding events.

86. **Mitigation.** The tree crop plantations being developed are a potential path for coupling climate change mitigation and economic development by providing carbon sequestration and supplying non-wood products, particularly palm oil, cocoa and cashew to meet domestic and international market requirements at the same time. Although the carbon potential for oil palm plantations not used for biofuels is low (published values on oil palm aboveground carbon in biomass range from 25 tC/ha to over 50 tC/ha towards the end of the plantation's economical life span after 25 years, compared to cocoa (65 tC/ha), and cashew (63.14±3.78 t C /ha in the Sudanian zone)), all three crops will make a significant contribution since most of the lands planted are degraded secondary bush and fallow agricultural land. IVS development led to a reduction of forest fires in their immediate surroundings (see next section). This may have a positive effect on the carbon balance.
87. **Awareness:** Farmers are very aware of the rainfall variability, but it seems that they have seldom taken measures, at least not consciously, to mitigate its affects. Youth contractors received training on climate change and, when asked, could demonstrate a basic understanding. In many cases, they have told their communities about what they have learned. No proof could be found that this has led to action. The operational manuals for GALS and FFS do not feature climate change strongly.
88. **Climate analysis:** The completion team has undertaken basic analysis on precipitation and in many cases, rainfall amounts and patterns in a specific area match the reports farmers have given. A more detailed analysis will be undertaken for the project completion report.

D.5. Environment and natural resource management

89. **IVS development:** This intervention comes with the negative environmental trade-off that swamp areas are cleared. Wetland ecosystems, considered as hotspots for biodiversity and important habitats for fauna and flora, are altered. However, most swamps were already partially used. No data has been collected on how much additional swamp area has been cleared. No mechanisms have been setup to compensate the environmental trade-off. The negative trade-off is nevertheless justified, as IVS are highly productive systems that are key for food security and economic development of poor smallholder communities. Positive trade-offs include less siltation of IVS and, once fully developed, the rice paddy wetland presents another type of wetland, with low levels of fertilizer and agrochemical usage, that is attractive for certain types of fauna. An major unintended positive trade-off is that less fires occur around developed IVS (see next section). Future interventions should include compensation mechanisms and consider holistic participatory catchment planning with communities to ensure that ecosystems in catchment areas will still be able to guarantee a continuous supply of clean water.
90. **Less slash-and-burn around developed IVS.** The development of IVS had an unintended positive side-effect. Because IVS have much higher yields and bind more labour, communities reported that they now concentrate on IVS cultivation and reduced their upland cultivation in which they use slash-and-burn practices to clear land. Slash-and-burn practices are environmentally-damaging and are a major contributor to land degradation in Sierra Leone. Remote sensing data (NASA FIRMS Fire Map vector data for the period 2012 to 2018) and econometric models were used to verify the project's impact. This was possible because geographically-referenced locations of IVS developed in 2013 and 2017 and of undeveloped IVS have been collected. Undeveloped IVS locations were used as a control group. Results showed that development of IVS reduces forest fire incidents by 2.8 forest fires per year within the 10-kilometer buffer, by 1.0 forest fires within the 5-kilometer buffer and by 0.3 forest fires within the 2-kilometer buffer zone (all at 0.001 statistical significance level). Robustness of results are obtained after controlling for confounding factors, including precipitation, temperature, slope and road infrastructure. These positive results for the environment suggest the need to replicate IVS development model in Sierra Leone.



91. **Tree crop plantations:** The rehabilitation of cocoa and planting of new oil palm and cashew plantations did not support the clearing of forest areas for tree crop plantations. Rather degraded secondary bush areas were used for such plantings increasing the climate resilience and carbon sequestration of the areas of bush replaced by SCP-GAFSP supported plantings. Practices promoted by the project such as mulching, rejuvenation, intercropping with annuals (plantain, ground nuts, etc.) are positive for soil health and agrobiodiversity.
92. **Use of agrochemicals and fertilizer:** Their usage was low, and no negative impact was observed. In this respect, there is a clear intent of using more fertilizer and agrochemicals. The project has not trained FBOs and ABC members on the safe use and storage of chemicals and fertilizer. AVDP should take this into account.
93. **Infrastructure:** The building of infrastructure (e.g. warehouses and drying floors) was at small scale and site-specific. No negative impacts are given.

D.6. Targeting and outreach

94. The project sought to target 100,000 direct beneficiaries. Project data indicates the project directly reached 158,272 households. In terms of indirect beneficiaries, 98.3 % (295,000 of the project target (300,000) was achieved. Beneficiaries reached included male and female smallholder farmers of different ages, including youth. Data from the impact assessment revealed that 36.1% of project beneficiaries are female, 63.9% are male and 29% youth. Interactions with project beneficiaries indicates that the project targeted individuals of different socio-economic conditions. Less attention was given to the socio-economic characteristics of beneficiaries at the beginning of the project. Modifications were made over time to increase the focus on poor people affected by periods of food insecurity but capable of engaging in project supported activities, including poor men, women and youth. The

integration of people vulnerable to poverty, and local entrepreneurs was however critical in establishing an adequate level of production and commercialisation volumes that poorer households can tap into.

95. The project showed commitment in implementing its targeting strategy both in terms of its geographical coverage (national in scope), the choice of beneficiaries and the mechanisms put in place to empower and enabling stakeholders to reach and surpass in many instances project targets. Overall, the project has involved women and youth as beneficiaries in their own right and as representatives in structures within FBOs and ABCs. The involvement of youth as youth contractors, who support beneficiary farmers appears to have been particularly successful and shows promises of self-employment into the future.
96. Regarding support to ABCs, a needs assessment was carried out after mid-term leading to the selection and transformation of 52 ABCs out of a total of 193. FAO as a key implementing partner provided technical support in the establishment of FFS, transforming those FFS into FBOs and linking them to the ABCs. FAO also piloted livestock support including veterinary capacity to selected ABCs/FBOS to aid nutrition, sanitation and income diversification. Rehabilitation of 6,300 ha of tree crops disaggregated as follows: 2,800ha of cocoa, 3,000 ha of new oil palm establishment and 500ha of cashew plantations. The support for tree crops beneficiaries include adoption of high performing oil palm variety, new oil palm and cocoa processing techniques shared mainly through the FFS. The techniques were well adopted by the beneficiaries of the project as they applied them in the group experimental sites and individually established owned nurseries for onward transplantation to their own farms and for sale to other farmers within and outside of their communities. Value chain specific and some generalised equipment for production and processing were provided to aid the ABCs and their FBOs. There is now a clear path to link the ABCs with the private sector including urban and rural financial institutions with a view to increasing market access for smallholder farmers and cooperatives. Swamps were rehabilitated for foods crops in the small scale irrigation development component resulting in the rehabilitation of 1,991.36 ha of inland valley swamps, allowing multiple cropping per production season and benefiting 7,578 farmers. Access to financial services has been enhanced with the establishment of additional rural financial institutions which are 15 Financial Services Associations and 4 community Banks resulting in 38,776 clients accessing financial services of which 45% are female households and 38% are youth). The project intervention in all components has helped with job creation, asset building, socio-cultural transformation with the lives of rural women and youth impacted meaningfully especially on asset ownership at the individual, household and group levels.
97. The GALS household methodology was adopted by the SCP-GAFSP to mainstream gender and youth in most of the components and sub-components for the promotion of gender equality and women and youth participation through self-driven strides that promoted inclusion and active participation in decision making at the household and FBO level, with women in both ABCs and FBOs now expressing their voice and for their opinions to be considered in matters pertaining to the household and group. Group cohesion and development has been fostered and the equitable sharing of workload and resources has accelerated the peaceful coexistence and the desire for collective action in promoting growth and development. The beneficiaries over time display greater confidence and that there was greater participation of women in FBOs and IVSAs than among peer groups not targeted. The relevance of the GALS methodology was hugely felt in the rural finance catchments where it has led increase in the number of shareholders and loan repayments. A gender working group set up to monitor provide component specific oversight.
98. The Project's targeting strategy consists of the following pillars: (i) priority attention to the core target groups of small-scale farmers (rural poor), women, youth, and micro/small entrepreneurs; (ii) engagement of key stakeholders such as value chain agents including seed producers/distributors, and district authorities and contractors for local economic infrastructure; (iii) use of participatory approaches; (iv) synergy with the decentralisation process; (v) information, education and communication (IEC) activities; and (vi) specific operational arrangements. In terms of geographical targeting, the idea is to identify priority Chiefdoms and Wards will by the District Agricultural Offices with the technical assistance from the project. The targeting will take into account the following criteria: (i) social, poverty and demographic indicators to reach the most vulnerable wards/communities; (ii) complementarities with ongoing and planned government and donor initiatives; (iii) potential for poverty reduction and employment creation; (iv) potential for the production of crops and value addition; and (v) the development orientation of local institutions.)
99. Project beneficiaries were adequately selected from the project target groups that includes smallholder farmers, women especially women households, the youth and small and medium scale entrepreneurs. The people with different abilities (or people with disabilities) were not directly targeted as a group by the various components but were able to benefit as members of the various target groups to include women and youth groups in IVS, tree crops, in FBOs and as shareholders and clients of the RFIs. The beneficiaries of tree crops and IVS have come from the nine project districts. ABC support was spread to all 13 rural districts of Sierra Leone.
100. Beneficiary targets were exceeded with very good quotas for women and youth in tree crops, Agribusiness ABC/FBO, IVSAs and rural finance. The setting up of the Gender Youth and Targeting Unit helped the project to go beyond just quotas but to adequately cater for the needs of women and youths (both male and female) and women headed households. Efforts should now be directed towards proper mainstreaming especially for WHH and disabilities or vulnerable groups in areas where additional support is needed.

D.7. Innovation

101. The conduct of FFS for tree crops was an innovation of the project. Previously, FFS focussed on annual food crop production. The 196 tree-crop FFS, which ran for a year and covered the establishment phase of oil palm (including management of community nurseries, or rehabilitation of cocoa plantations), have been the main source of capacity building of tree crop beneficiaries. The innovation is being transferred to IFAD projects in neighbouring Liberia and will be expanded in the follow up AVDP by incorporating training in post-harvest value change and plantation management modules.
102. The youth contractor (YC) model in tree crops provided jobs for 540 youth (28% female and 72% male). Some of these youth contractors have transformed to becoming service providers engaged by other NGOs for the establishment of nurseries. Similarly, the Inland Valley Swamp (IVS) component also registered success with the youth contractor model. Since they are based in the communities, some of them have started using the technology gained to service other farmers in terms maintenance/building of water control structures. Some of them have transformed into service providers hired/contracted by SCP-GAFSP and other organizations to undertake inland valley swamp development/rehabilitation.
103. Establishment of an effective Monitoring and Evaluation (M&E) system, involving Ministry of Agriculture (MAF) district personnel to monitor and collect data on project activities using the ODK (Open Data Kit) system. With the electronic data collection system, real time data is transmitted into the cloud system which reduces the turn-around time of data collection and report generation.
104. Two RFIs, Boama FSA and Lower Banta FSA, have effectively mobilised shares almost equivalent to the paid up capital requirement of CBs set by the Bank of Sierra Leone (one billion Leones). It is therefore prudent to have these RFIs transformed into CB status. The biggest advantage that have moved the two FSAs to this level is their strategic location and numerous commercial activities that are going on in their catchment areas as well the commitment of the staff.

D.8. Scaling up

105. AVDP take over and expansion of tree crop areas: The upcoming AVDP will provide support to tree crops production and productivity: This subcomponent will enhance the economic viability of oil palm farmers and link them more effectively to private sector markets. The design considerations include: targeting the same 13 districts and "legacy" communities from RCPRP/GAFSP; climate vulnerability and site suitability assessment; precautionary approach to high yield - emphasis on the use of climate resilient planting materials rather than maximum yields materials; and, farmer viability - emphasis on using improved planting material and agronomic practices in order to enhance yields, enlarge tree crop farm sizes through replication and extension, and address the demographic burden of old or unfit farmers through youth quotas.
106. At the micro level, several activities are already being replicated and scaled up by the beneficiaries without project assistance, including (i) setting up cocoa nurseries at FBO level in some project sites; (ii) auto-diffusion of cocoa rehabilitation techniques such as de-shading, pruning, etc. to other parts of the beneficiaries land and replication by non-project farmers; (iii) certain ABCs are expanding their productive activities to additional areas outside the member FBOs; and (iv) some Youth Contractors and Service Providers trained and capacitated under SCP-GAFSP are providing services on a commercial basis to non-project farmers. While there is great scope for replication of IVS rice production by the AVDP, the auto-diffusion has proved more challenging, probably due to the high cost of land preparation and establishment of IVS rice production systems

E. Assessment of project efficiency

E.1. Project costs and financing

107. The Smallholder Commercialization Programme under the Global Agriculture and Food Security Programme (SCP-GAFSP) is a US\$ 56.5 million Programme, funded by a grant US\$ 50 million from the multi-donor Global Agriculture and Food Security Programme to the GOSL, GoSL's contribution of USD 4.6 million, and Beneficiaries contribution of USD 1.9 million. IFAD is the supervising entity for this grant-funded programme, with MAFFS as the national executing agency through a dedicated PMU. The project became effective in July 2011.
108. The summary programme costs by expenditure categories (accounts) and components is presented below:

SCP-GAFSP - Expenditure Accounts by Components (US '000)

DESCRIPTION		1. Commercia- lization and diversification of Agri value chains	2. Small Scale Irrigation Development	3. Rural finance	4. Programme Management (Strategic Planning, Coordination, M&E and Knowledge Sharing)	TOTAL PROJECT COSTS
I. Investment Costs						
A. Civil Works		5,556.7	4,250.1	1,064.2	-	10,871.0
B. Vehicles, Equipment and materials						
	Vehicles	-	-	86.2	177.4	263.7
	Equipment and material	10,193.8	3,157.2	717.9	130.3	14,199.2
Subtotal Vehicles, Equipment and materials		10,193.8	3,157.2	804.1	307.8	14,462.9
C. TA, training, w/shops, studies and contracts						
	International Technical Assistance	6,000.9	80.5	217.6	5,083.8	11,382.9
	National Technical Assistance	1,824.3	373.4	1.5	176.7	2,375.9
	Training, w/shops and studies	288.0	60.5	344.6	1,129.4	1,822.4
	Contracts	2,874.7	-	3,849.6	508.1	7,232.4
Subtotal TA, training, w/shops, studies and contracts		10,987.9	514.4	4,413.3	6,898.0	22,813.6
Total Investment Costs		26,738.5	7,921.7	6,281.6	7,205.7	48,147.5
II. Recurrent Costs						
A. Salaries and Allowances		1,244.3	-	1,304.8	3,619.3	6,168.3

B. Office Running Costs	394.9	-	387.6	571.4	1,354.0
C. Operations and Maintenance	571.9	-	40.8	179.2	792.0
Total Recurrent Costs	2,211.2	-	1,733.2	4,369.9	8,314.3
TOTAL PROJECT COSTS	28,949.6	7,921.7	8,014.8	11,575.7	56,461.8

109. **Adequacy of financial programmes at design stage.** Based on the planned activities, funds committed by IFAD and GoSL were adequate. Resources allocated to Category 2 (Vehicles, Equipment and Materials) and Category 4 (Rural Finance) at design were increased by 17% and 49% respectively in the course of programme implementation. In addition, there were contingency funds to meet unanticipated requests. The annual budget performance over the six-year period of 2012-2019 ranged from US\$ 1.6 million (2015) to US\$ 13.1million (2018).

110. The variance between the budget and actual disbursement is used as a measure of deviation. Information from available financial reports for the period 2012-2019 indicated that actual to budget variances of: -39.3% (2012), -38% (2013), -82.8% (2014), -86.6% (2015), -72.4% (2016), -25.9% (2017), -25.4% (2018) and -20.4% (Sept. 2019) were recorded. The overall trend shows that actual expenditures were always below budget. This reflects changes to planned activities and over-ambitious targeting of planned activities.

111. **Timeliness and adequacy of financial contributions (IFAD, GoSL).** The Government of Sierra Leone (GOSL) provided budgetary cash counterpart contribution for the period 2011 to 2016, with no contributions for 2017 to 2019; an indication that GoSL was on target for six out of the nine years covering the period 2011-2019. However, GoSL provided duties and tax exemptions for the period 2011 to 2018 when acquisitions for fixed assets were made.

112. **Revisions to financial arrangements.** There was reallocation of funds in response to reviews, changes to scope, unanticipated cost escalations, etc. and in conformity to guidelines. The reallocation of funds was always within the categories, and they were to improve on performance.

E.2. Quality of project management

113. Project management evolved over the course of the SCP-GAFSP implementation. Early on, poor project management resulted in the events leading up to project suspension. High staff turnover also had a negative impact on implementation, resulting in poor progress from project start through the EVD crisis. Both the project manager and financial controller was changed during implementation.

114. The post-suspension appointment of a temporary project manager was the beginning of the turnaround in performance, as was completion of recruitment to fill the vacancies left by the suspension. The temporary project manager was eventually replaced by a new project manager, who continued to steward the programme to its' successful conclusion.

115. In the post-suspension years, there were multiple improvements made to the AWPB process, the procurement plan, the M&E plan and the MIS, resulting in better planning and implementation, and improved record keeping. However, timely procurement that respects the seasonality of agriculture, continued to affect implementation despite efforts to correct the issue. Payment of contractors was also an issue that was noted by almost every Supervision Mission, and, although it improved somewhat, was still being raised as an issue at completion.

116. The implementation of GIS for data collection and mapping was a marked improvement by the end of the programme and is recommended for continued use in the AVDP going forward.

117. M&E improved over the life of the programme due to continued improvements to the M&E system, and improved data collection in the field.

i) Procurement

118. **Procurement Capacity:** The procurement function has been carried out by a Procurement Officer and a Procurement Assistant. The Procurement Officer has over 10 years' experience in public-sector procurement while the Procurement Assistant has about 2 years' experience, mostly administrative rather than procurement related. The Procurement Officer reports to a Programme Manager who signs off on procurement activities. From a human resources perspective and given the number of procurement activities that are required to be undertaken, the

procurement function has been appropriately staffed across the period.

119. The Procurement Plan was written using the adequate IFAD template, and updates to the Plan were regularly enacted, to show progress achieved in the procurement processes. For procurement planning, the Programme has been using TOMMARCHE, the procurement module of the TOMPRO software. This has worked well for a while but updates to TOMMARCHE are not regular and this sometimes affect implementation.
120. **Processes and Procedures:** For the most part given the evidence available, the procurement processes and activities are congruent with the IFAD Procurement Guidelines, IFAD Procurement Handbook and the Sierra Leone government procurement framework, as applicable. Bidding documents are issued to bidders as per the practice required for the respective methods, bid opening processes were carried immediately after the bid closing, the evaluation of bids, quotations and proposals was done based on the laid-down procedure, and negotiations, award and contract signature were consistent with the IFAD Procurement Guidelines and Handbook.
121. **Evaluation Process and Documents:** The evaluation processes are mostly done using the IFAD framework. There are evaluation reports for every procurement. Most of the evaluation reports are written properly with the 3 different stages (Preliminary, Technical and Financial) shown. A small percentage of these reports for works procurement do not show the detailed examination (technical evaluation).
122. **Contracting Process and Documents:** The contract documentation was found to be satisfactory. For procurements that were advertised, there were a Notification of Award and the Contract, all properly done and written. For Shopping procurements, the Purchase Orders (using appropriate formats) were used. There is also an updated Contract Register, used in the proper format. However, for most of these, the Programme have not been notifying unsuccessful bidders and providing them 5 business days to protest the procurement proceedings before awarding the contract to the successful bidder. Since this concept itself is new in IFAD and yet to be written into the Handbook, it is an understandable oversight.
123. **Record Keeping:** The Programme has made significant improvements to record-keeping using box files to store bids while using lever arch (also known as IXL) folders to store procurement documentation that reflects the process. In addition, the Programme is using a file index to make it easier to identify the documents in each file. There are a few files where the lever arch files are being used from the wrong direction and this affects the ability of the clasping mechanism to secure the papers within.
124. **Conclusion:** The Programme does close on a positive procurement note. At closure, the Programme is rated moderately satisfactory for procurement.

ii) M&E and KM

125. The operationalization of the M&E system was anchored with PEMSD in the Ministry of Agriculture and Forestry. The project entered into a Memorandum of Agreement with the 9 District Agricultural Offices for the monitoring of project activities at field level. Training was done on the project logical framework, M&E plan and monitoring tools for all District M&E Officers. This training provided M&E staff with the required skills to report on project activities on a monthly basis. The MoA made provision for monthly allowances and logistics for data collection. The reports transmitted were analysed and consolidated at the PMU level for the attention of project management to ensure that issues that may require urgent action are immediately addressed. During project implementation, the project conducted thematic studies of the technical components and results of such studies provided information on project outcomes. The preparation of the annual work plan and budget mirrored indicators of the logical framework to ensure that planned activities were in line with the expected results. During the last quarter of 2016, the project transformed to an electronic data collection system to ensure data was processed and results provided in a timely fashion. Electronic tablets, desktop computers, GPS, hanging scales, power banks and motor bikes were distributed to all M&E personnel in the 9 districts. The ODK system was set up to ensure data transmission from the field to PMU using internet connectivity was done in a user friendly way.
126. In a bid to systematically raise awareness about the overall programme implementation and highlight lessons learned, the communications and knowledge management unit works with programme staff, beneficiaries and service providers to obtain or generate project information. This information helps create and inform the right balance between evidence-based knowledge that was packaged and documented for informed management decision-making and dissemination to all stakeholders. Activities implemented under this unit were guided through the development of a communication and knowledge management strategy.
127. The regular radio and TV broadcast events considerably increased public understanding of the SCP-GAFSP interventions. Radio discussions were organised with subject matter specialists and linked to 10 community radios to allow beneficiaries to ask questions bordering on their experiences of smallholder agriculture during the phoning programme. Documentaries about project activities were also broadcasted on the national TV. With a strong gender lens, the trained Community journalists and the Radio Station Managers were now better placed to effectively contribute in the ongoing radio broadcasts at district level. The provision of broadcast equipment such as digital audio

recorders, memory devices, microphones, laptop computers and other communication materials to selected Community Gender Journalists and Community Radio outlets to help in gathering and sharing relevant project information and also providing testimonies about farmers experiences in the field.

128. The production of periodic newsletters gave regular updates on implementation progress and challenges. The unit also supported the other components with the design of beneficiary graduation certificates, roll up banners and other info graphs and regular updates of SCP-GAFSP Facebook handle and website.
129. With the popularization of simplified messaging on climate smart agricultural practices, clear visibility of the project and community awareness has increased with some positive effects on agricultural productivity. Anecdotal evidence shows that this messaging has increased adoption of mitigating strategies towards climate change effects on smallholder agriculture.

E.3. Quality of financial management

130. The project became effective in July 2011, but there was a delayed deployment of the PMU until August 2012. In March 2013, an IFAD Supervision Mission (ISM) raised concerns regarding fiduciary and operational risks associated with the administration and implementation of the Programme. The anomalies that were noted during the mission included: (i) the procurement and distribution of seeds and other inputs; and (ii) non-adherence to financial and administrative procedures, in particular, the recruitment processes. Consequently, an audit was carried out by the Office of the ASSL at the request of IFAD. The audit was concluded in March 2014 and was shared in June 2014. Based on the conclusions of the Audit, the Programme was suspended on 5 August 2014. Thus, the Programme implementation suffered much delays prior-MTR. The issues relating to the Programme suspension were resolved, including refund of ineligible expenditures that were identified during the 2013 ISM and its subsequent audit
131. Notwithstanding the many delays in implementation, especially during the first half of the Programme, financial management has been performed in a satisfactory manner based on the following observations:
- The financial management systems, internal controls and procedures were documented in the Volume 2 (Financial Manual and Administrative Procedures Manual) of the Programme Implementation Manual (PIM)
 - The financial management capacity of the Programme has been adequate in terms of the adequacy of organizational structure to meet functional needs of the Programme.
 - There were availability of clear job descriptions for all fiduciary positions.
 - The skill-set of the finance team (headed by a Professional Accountant) was adequate to match the functional needs of the Programme.
 - There was segregation and independence for the accounting, payments, and procurement functions.
 - The operation of the Designated Account (USD) and the local currency operation (SLL) Accounts is compliant; have been maintained properly and the initial deposit fully accounted for as at 27 September 2019. The process for repayment/justification of the initial deposit was effective and is expected to be completed on time.
 - The Programme had submitted 114 withdrawal applications to IFAD valued at approximately USD 50 million, averaging USD 0.44 million per application. Supervision missions confirmed that adequate testing for eligibility of the expenditures were undertaken and the eligibility for claim under the Financing Agreement were ascertained. Where eligibility became an issue, the programme refunded to IFAD.
132. **Annual Work Plans and Budgets (AWPBs).** AWPBs were prepared with a bottom-up approach and regularly, with occasional delays in meeting deadlines for submission to IFAD. AWPBs were prepared in line with expenditure categories in Financing Agreement Schedule 2, and with identification of financing sources for each category. Linkages between AWPB and Procurement plan were established.
133. Procurement planning was carried out by a procurement specialist and an assistant who worked under the oversight of Programme Coordinator. This ensured segregation of duties as well as facilitated the timely preparation of TORs, bid evaluations, contract awards, No Objections where applicable, and resolution of procurement issues.
134. **Loan Covenants.** No major infringement of the loan covenants was noted, except inadequacy and infrequency of GOSL budgetary support and an instance of using Grant funds to pay for taxes. GoSL has agreed to refund to the amount.
135. **Effective use of IT resources.** The TomPro Computerised Accounting System in place was sufficiently used to include production of statutory reports, withdrawal applications, bank reconciliation statements, and variance analyses (actual to budget comparisons).
136. **Quality of Audit Reports:** Audit reports were generally good and up to date. They brought out all necessary issues requiring attention for immediate resolution. The external audit is up-to date. The Internal Audit Unit (IAU) of MAF carried out three (3) audits on the Programme's financial transactions. Private (Eternal) auditors and the Government's Supreme Audit Institution both audited SCP-GAFSP four (4) times each. External audits were generally carried out and submitted in a timely manner, i.e. before the deadline of 30 June of each year. However, there were considerable delays on the part of the MAF IAU in sharing their reports.

137. **No Cost Extension.** The suspension of the Programme prior to the MTR as well as the outbreak of EDV invariably had effect on the implementation of activities. As much as implementation was intended to be fast-tracked, it became necessary to extend the programme at no cost to the Programme Financiers for three years, extending the Programme Closure date to 31 March 2020.

138. There were some aspects of financial management which could have been improved, in particular, delays in obtaining receipts for direct payments made to contractors and suppliers. In one instance, WA preparation was unduly delayed to cover six-month period, instead of the maximum three-month duration.

139. Notwithstanding the above observations, SCP-GAFSP met its financial management targets satisfactorily.

E.4. Project internal rate of return

140. The main quantifiable benefits from improved smallholder agriculture and commercialization are:

- Improved on-farm and off-farm productivity; resulting in higher income, and
- Increased use of climate smart technologies and expanded cropping area; resulting in increased production and a move to higher-value crops

141. The main quantifiable benefits from small-scale irrigation development are:

- improved water control and expansion of irrigable areas, improved expansion of market linking infrastructure; resulting in more secure access to markets of more marketable goods at higher prices

142. The main quantifiable benefits from access to financial services are:

- Better sequential financing of value-chain actors; resulting in timely payment and sustainable economic growth,
- Better repayment rates among borrowers to lenders of rural financial services

143. Better outreach to different segments of the 'bankable' poor, including the poor and the borderline poor.

F. Partners' performance

F.1. IFAD's performance (Quality of supervision and implementation support)

144. The quality of supervision and implementation support is considered satisfactory.

145. IFAD's support to the Project throughout implementation from its Country Office, visiting missions, trainings, and communication with IFAD Headquarters was timely, relevant and of a high quality. Although the IFAD Country Office in Sierra Leone has only one staff member, it has been in constant contact with PMU. The Office paid very close attention to implementation status and attended important SCP-GAFSP workshops and gatherings. Implementation challenges that faced the PMU were mostly handled by the Country Office. The PMU was supported in the recruitment of staff, with the Country Office seating in on interviews of very senior positions within the Project.

146. Comprehensive and highly applicable training was provided by IFAD for RIMS, Procurement and Financial Management. The follow up was also well supported and readily available through electronic communication, or, in the case of the Country Office, personal visits. This IFAD guidance on almost every aspect of project implementation was provided, with the preponderance of requests for assistance on procurement, AWPB and grant administration. IFAD financial advisory support, both from headquarters and the local country office were provided in a timely and effective manner and were essential in avoiding implementation bottlenecks from procurement and cash flow constraints. IFAD also worked in partnership with the Project to assist with annual AWPB and procurement plan development, and to revise financing plans through reallocation of resources between expenditure categories. IFAD assisted the SCP-GAFSP in refining its activities and its indicators through provision of technical assistance; and its knowledge management programme through technical inputs from a media/communications expertise. The technical input was directly utilized by the Project, while the media support assisted the project receiving good national coverage.

147. The Country Programme Manager (CPM), who for most of the project life was based in Rome, was fairly responsive to the requests for No Objections and other emails. The situation improved considerably when a new CPM was relocated to Abidjan. This made it possible for frequent visits by the CPM to the PMU and to engage with both the Ministry of Agriculture and the Ministry of Finance to help remove bottlenecks, at the GOSL level, to project implementation.

148. The GOSL/IFAD supervision missions took place approximately twice per year, which was consistent with project

needs. The missions were consistently comprised of highly skilled team members. Some continuity in composition of supervision missions enhanced the missions'

F.2. Government's performance

149. The government contributed both to the original project design and implementation and to the revisions throughout the life of the program. Their participation in design and implementation was integral to the success of the program but was somewhat hindered by staffing levels, particularly at the field level, and by staff turnover. Extension services for value chains (rice, vegetables and tree crops) were not universally available across all of the districts, and farmers did not always have access to the information and technical support needed as they adjusted cropping practices. Support for post harvest crop production, processing and marketing was also limited in scope and will need to be addressed in AVDP.
150. Government participated in all the supervision and implementation support missions, and recommendations provided were agreed upon in joint meetings with MAF, PMU and mission team experts. In general, mission recommendations were acted on in a timely fashion, although there were some instances where recommendations were repeated from mission to mission.
151. In general, there was good compliance with the covenants of the loan agreement.
152. Counterpart funding was an issue throughout the life of the program

F.3. Other partners' performance (including co-financiers)

153. FAO performance was rated satisfactory as the activities outlined during the initial design and the revised project document were implemented within the allocated resources and timeframes indicated at various stages. FAO component was fully covered and the project was even officially closed within the FAO system way ahead of the main SCP-GAFSP. Some of the main achievements are outlined below.
154. During the project, 191 Farmer Field Schools (FFS) in eight districts received financial and operational support, while 90 FFS linked to existing FBOs were revived. At a more fundamental level, the project set up a much needed Adult Literacy and Numeracy (ALN) training programme, which also addressed a clear gender dimension of far higher illiteracy rates among women. The ALN programmes benefited 2 856 males and 1 863 females across the country.
155. The project trained 117 FFS facilitators, who were then supported to establish 104 FFS. The established FFS were transformed into FBOs across the 13 rural districts, where the 52 ABCs under transformation were located. The FBOs are now properly linked to agrodealers, the MAFFS and other relevant institutions, and have started benefiting from government extension services and other related support. The project trained FFS facilitators and farmers on CSA practices at community level, using the FFS approach. A scoping mission/study was commissioned to determine the impact of climate change on food security, and to recommend CSA value chain activities for smallholder farmers. Reports on the findings were widely shared with stakeholders and adopted at both national and district level; in addition to the CSA training manual that was developed by the project, which is currently in use by the extension division of MAFFS.
156. In addition, 125 Community-Based Animal Health Workers (CAHWs) were trained and certified by MAFFS livestock division to provide basic veterinary services at community level as support staff. They were provided with start-up kits to enable them do their work effectively under the direct supervision of the district livestock division. Veterinary facilities were established at 25 communities, which were equipped with solar refrigerators to manage vaccines, basic drugs, and other kits to help the CAHWs address basic animal health issues.
157. Financial support was provided to the 25 ABCs/FBOs. The funds were used to stock animals, particularly small ruminants, amounting to 3 500 goats/sheep. The CAHWs were further trained on good animal husbandry practices, animal feed production and management. As a result of the integrated livestock support provided, the prevalence of common livestock diseases was reduced in the supported communities, the animals multiplied significantly, and the proceeds were used by the farmers to support other livelihood activities.
158. To improve the business aspect of the support provided, the project recruited a business development adviser. The ABCs were coached and mentored on financial management and business planning. User-friendly financial management tools were introduced, and this process increased accountability and transparency in their management styles.

G. Assessment of sustainability

159. **Institutional sustainability:** The IVSAs, tree crop FBOs, and the ABCs and their FBOs supported by the project

appear to be self-managed and their governance systems are transparent and largely free from political interference. The training of the management teams (Management and Board) of ABCs and FBOs is making some contribution to their effectiveness and is contributing to their sustainability.

160. Training and capacitation of RFIs and the Apex Bank has strengthened them such that most now have the capacity to survive and continue to operate post project, a good indication of the sustainability of the institutions. Over the past two years, the 19 RFIs have been footing their operational as well as capital requirements. However, the sustainability of the Apex Bank is not apparent. The Bank presently operates below an OSS of below 50% and yet external support from IFAD is expected to come to an end by year 2019.
161. MAF AED received training from SCP-GAFSP, which has improved their capacity and improved their support to the IVSAs and has ensured that they are aware of the other MAF resources available to them for crop production and pest management.
162. Service Providers have been an important component of implementation of SCP-GAFSP activities. The capacitation they received from the project (provision of equipment, experience in executing civil works and extension activities) have increased their implementation services. The service providers and youth contractors that have been trained and used under SCP-GAFSP are valuable resources and some are already using their skills to help other communities develop additional IVS locations.
163. The use of the Gender Action Learning System (GALS) at FFS, FBO and ABC level has instilled collaboration among members. The integration of women in FBO and ABC governing bodies enabled institutional sustainability to be inclusive.
164. **Empowerment:** Project activities are taken up by all target groups (men, women and youths). Beneficiary participation in project activities is enthusiastic. People showed interest in taking part in the project for several reasons. The project allowed them to get together, forming (more or less) formal groups where all members are represented, including youth and women. Beneficiaries were requested to participate in the project also financially, through the recovery of the initial provision of working capital and inputs (for FBOs) and of part of the equipment in the case of ABCs. Beneficiaries are getting the project benefits: in the case of tree crops, adoption of high performing oil palm variety, increased yield from rehabilitated cocoa farms, higher prices obtained by beneficiaries as a result of new oil palm and cocoa processing techniques taught during FFS; and in the case of IVS, increases in incomes due to increased yields and double or triple cropping of developed IVS with rice and/or vegetables. Knowledge and skills acquisition among farmers empower them to sustain and potentially expand their livelihood activities. The establishment of FBOs and ABCs enables groups to jointly access support and have greater negotiating power when selling their produce.
165. The RFIs are community owned organizations whereby groups of people with the same objective and goal come together to put and utilize their resources together at intervals while accessing loans. Board of Directors are drawn from the same community hence instilling the sense of belongings and empowerment to the communities at large.
166. **Social Sustainability.** The project promoted the acquisition of knowledge, skills, access to production assets, inputs and markets. Project interventions aimed to generate individual household impacts by challenging investments to groups such as IVSAs, FBOs and ABCs. Interventions in this respect have placed a focus on promoting group cohesion and adequate governance. Linkages were promoted between farmers and the private sector. The combined approaches employed by the project appear to be technically and socially adequate and culturally appropriate.
167. For the ABCs, the communities made in-kind contributions such as the land for the construction of the structure, local materials and labour. ABCs were registered with MAF, District Council, Social Welfare and NAFFSL. At the RFI level, community people bought shares from these institutions which qualify them as shareholders and at the same time gives them authority to serve in board in various capacities. The use of GALS and FALS appears to have generated positive results in generating and utilizing funds efficiently and tapping into opportunities.
168. The 15 FSAs and 4 CBs have demonstrated ability to be sustainable. The external support for all 19 RFIs ceased in 2017, and the institutions have continued to survive on their own, meeting all the operating costs. Operating Self Sufficiency averages 134% for the 7 visited FSAs and 190.95% for the 2 CBs. PAR averages 11.77% for the 2 CBs and 6.42% for FSAs visited. However, their sustainability, in terms of supervision depends largely on the Apex Bank Ltd. surviving the tests of capitalization.
169. Value chain configuration promotion. The SCP-GAFSP was oriented towards direct production support. On this aspect, the achievements are satisfactory on the provision of inputs to the FBOs and ABCs, and in the provision of production and processing equipment to ABCs and agrodealers.
170. **Political sustainability** - Sustainability of the project was assured by the adoption of the implementation plan of the Ministry of Agriculture and Forestry (MAF) – the NSADP and SCP which were in line with the Governments priority agenda for food security, and the fact that preparation of the Annual Work Plan and Budget were done in collaboration with MAF, thus ensuring full buy in by the Ministry.

171. **Exit strategy: The project's exit strategy includes concrete actions** to ensure the sustainability of its benefit streams. This includes the incorporation of a considerable amount of SCP-GAFSP beneficiaries into the follow-up AVDP as "legacy farmers" who will continue to receive project support in many areas, particularly in capacity building (FFS and GALS training for IVS beneficiaries, training in the use of equipment for ABCs). This will ensure that the beneficiaries are able to get all the expected benefits in the medium to long term.
172. The exit strategy for the 19 RFIs is already defined and is working out as they are community-owned but supervised and monitored by the Apex Bank Ltd with a monthly fee of 5% of their respective gross income.
173. Environmental sustainability: At appraisal, this project was deemed to have very minimal effect on the environment.
174. In cultivating the IVS, Climate smart agriculture was rolled out to beneficiaries; these include supply of improved seed variety, cultivation of economic trees on the fringes of the IVS and discouraging the practice of slash and burn agriculture. Rehabilitation of IVS will enable farmers to cultivate the same piece of land 2 to 3 times in one season.
175. For Tree crops especially oil palm, the approach of the project was to have this planted on degraded land as a sustainable land management practice. Cocoa rehabilitation focused on existing plantation with 10% provision for gap filling especially in situations where the plantations have aged.

H. Lessons learned and knowledge generated

176. **Use of local Service Providers** including Youth Contractors in Inland Valley Swamps (IVS) rehabilitation approach contributes to capacity building of agricultural service providers in Sierra Leone. The completed RCPRP innovated an approach based on the creation of service providers who are ex Government employees, and the utilization of youth contractors – groups of youths in rural areas with technical expertise in irrigation development provided employment and built the service provision capacity of underemployed persons in rural areas, and the introduction of a double cropping. This approach has been validated in SCP-GAFSP. As a result, a pool of at least 17 service providers was created, nine of which have been engaged by GIZ for other work.
177. **The adoption of double cropping** of rice in IVS is feasible in Sierra Leone and leads to increases in agricultural productivity. Experience showed that with the investment in irrigation systems in valleys with perennial streams, double With the double cropping of rice is achievable. With double cropping culture the seed rate has reduced from an average of 62kg/ha used in undeveloped IVS to 31kg/ha in developed IVS where effective transplanting can be practiced, with 25kg to 12.5kg per acre. In 2018 cropping season, the average paddy yield of project supported farmers cultivating irrigated IVS was estimated to be 3.2mt/ha versus 1.9mt/ha for non-supported farmers.
178. **Access to rural financial services:** Despite the establishment of a network of over 70 financial services associations (FSAs) and community banks (CBs) in rural areas through IFAD support, availability of finance for agriculture along the entire value chain remains a major constraint due to the lack of capitalization of financial institutions. Apart from a general reluctance of financial institutions to lend to a relatively high risk and long gestation activity, the main reason is lack of appropriate loan products suiting the needs and production cycles of smallholder agriculture and very high interest rates (24 to 32 per cent). A matching grant (MG) mechanism would lower the effective interest rate paid by the beneficiaries and would increase financial inclusion. This approach has been successfully piloted under the Rural Finance project in Sierra Leone and will be continued under AVDP.
179. **Transition from rehabilitation to value chain development:** Basic post-conflict rehabilitation of production areas and farmer capacities has been accomplished over a large area during the last decade. There is now a need to push to the next stage of "Agriculture for Business" involving a value chain approach to commercial scale production and marketing for enhanced incomes and food security. This dynamic has resulted in an increase in private agribusiness investors in rice, cocoa, sugar cane, rubber, coffee and oil palm since 2010. However, farmer-based organisations still face serious challenges in terms of capital and trade volume. This offers AVDP an opportunity to address missing links in value chains and link farmers and private sector investors into productive partnerships.
180. **Development of value chains** was hampered by the focus on ABCs for the development of commercialization because linkage between tree crop FFS and FBOs to ABCs was problematic as project supported ABCs did not have adequate facilities to accommodate the tree crop FBOs. This is largely because the ABCs were initially designed only for food crops. In addition, the distance and poor road network between project supported IVS FBOs and tree crop FBOs to the ABCs was another factor that hindered the effective linkage between these structures/facilities. For cost effective value chain development, production associations (IVS and Tree crop FBOs need to be linked and integrated with post-harvest/marketing associations (ABCs, Private sector marketeers) and feeder road construction/rehabilitation.
181. **Extension support and access to inputs:** An incomplete decentralization and inadequate human and material capacities continue to constrain district MAF offices to provide quality extension services. Availability of quality inputs

is constrained by lack of private sector inputs chain and lack of access to capital/financial services. The MG mechanism and agri-financing are two approaches under the ongoing IFAD country programme (AVDP and RFCIP-II) to support increased access to production inputs.

182. **In tree crops development**, where farmers regard investments (for rehabilitation, replanting, improved processing) as highly profitable, they have fully repaid part of rehabilitation costs (40 % of the costs of tools, seedlings etc.) within a year, and there are all indications that longer term investments (costs of new plantings) will also be fully repaid within the stipulated 5 years including a 2-3 year grace period. And tree crop nurseries established and managed at individual FFS/FBO levels where beneficiaries are responsible for nursery care activities either individually or in groups, have proved to be highly successful. Community nurseries in which care givers will not be beneficiaries often result in poor nursery care and losses due to high seedling mortalities or theft.
183. **Intercropping**. Intercropping of oil palm with rice and ground nut increased the nutritional level of households while providing them with additional income, food and mitigation of climate change.
184. **Less fires around developed rice paddies**. The development of IVS had an unintended positive side-effect. Farmer groups now concentrate on producing rice in the developed swamps and practise less upland slash-and-burn. Burning the upland in the dry season harms the environment and is a major contributor to land degradation in Sierra Leone. Luckily, the project rigorously captured the coordinates of all swamp boundaries. This allowed IFAD to check whether fires had become less frequent in the surroundings of developed swamps. The swamp locations and their surroundings were mapped against satellite imagery on fires and land cover. On average there were 2.8 fewer fires around swamps developed by the project: a positive outcome for the environment.
185. **Investments and policy nexus**: The macro-policy environment is critical for field level interventions to achieve the desired impact. The critical policy areas, for future dialogue and reform include rice import policy, agricultural input policy and agricultural finance policy. AVDP is providing for a focal staff position and resources to strengthen the policy dialogue process.
186. **Achievement of youth and gender balance** among project beneficiaries is achievable and leads to positive social and economic outcomes. Following RCPRP, SCP-GAFSP required beneficiary Farmers associations to have a composition of no less than 20% disadvantaged youth and 40% women. These targets were easily achieved by the projects, even among tree crop beneficiaries where difficulties had been foreseen because of the traditional land tenure system. Youth and gender balance beneficiary groups have been observed to foster social cohesion among beneficiary communities, in addition to have a positive effect on livelihood of youth and women. A pre-condition for obtaining results is that gender awareness and sensitivity must be internalized for staff to consciously integrate it in their various components as an effective means of gender mainstreaming.
187. **Project implementation** and achievement of annual workplan and budget targets are hindered by delays in approvals (No Objections). With prompt receipt of No Objections and prompt conduct of supervision missions, project implementation has been seen to progress satisfactorily.
188. **Monitoring and evaluation (M&E) and knowledge management (KM)** are essential for successful project implementation and should be adequately resourced: M&E has been an area of weakness in past projects affecting management decision-making and measuring of results. There has been inadequate resource allocation for M&E within the projects, lack of M&E and KM culture and lack of country level M&E framework for measuring the results and contributions towards the Agenda 2030. Over the past year IFAD has moved towards a country programme approach in Sierra Leone with dedicated M&E resources and has provided capacity building support in the areas of monitoring, analysing results and documenting lessons learned. M&E was strongly supported by systematically using GIS to track project activities and their extent. Receiving the exact coordinates and area calculations of activities allowed the project managers to ensure that service providers and other implementing partners had carried out field activities. AVDP will strengthen the existing structure of the M&E Unit in the National Project Coordination Unit (NPCU) to monitor outcomes in concert with the Planning, Monitoring and Evaluation and Statistics Division (PEMSD) of the MAFFS, which is mandated to collect and process data on household characteristics. The new streamlined IFAD core indicators in the AVDP logical framework will facilitate such outcome monitoring.
189. **Legal status of FBO**. Most of the associations were not registered with the necessary institution (MAF, District Council, social welfare etc.) this prohibited their legal status as FBOs and thus could not access packages provided for farmers by GoSL and other donors even after project completion
190. **Land tenure**. There should be a Land lease agreement between the IVSAs and landowners to guarantee the use of the land by the farmers' Association.
191. **Recovery system**. Recovery system went well because the input delivery to farmers was done, rehabilitation was also done on time which led to increase in their yields. As a result of the impact on their yields, the farmers were willing to repay the 40% recovery on tools and seeds.
192. **Rural Finance**:

193. Lack of adequate capital for agricultural production lending affected the operations of Apex bank, therefore additional funds should be sought for agricultural lending to help the RFIs.
194. Through the intervention of this project, it has helped increased access to finance and agricultural loans repayment in regions where these GAFSP RFIs are located.
195. The GALS awareness increased the number of women and youth participation and loan repayment. This practice should be maintained and encouraged

I. Conclusions and recommendations

196. The SCP-GAFSP was well crafted and well fitted within the government's national agenda for agricultural development. The project also served the interest of beneficiaries and other stakeholders.
197. Overall, the SCP-GAFSP has had a satisfactory performance, particularly in the later stages of implementation. Once the initial obstacles such as the suspension and the Ebola crisis had been overcome, the project managed to meet its revised targets for implementation.
198. The project managed to disburse 100% of the funds, thereby capitalising the smallholder farmers that were beneficiaries of the project. While two no-cost extensions were provided, these were justified by the fact that implementation during the EVD was extremely challenging.
199. The key to success was establishment of a competent project management team and professional staff, and adequate supervision and follow-up by IFAD throughout the life of the program. The suspension illustrated clearly the need for a good project manager, and for strict adherence to the policies and processes established for project implementation. Regular financial scrutiny is essential to prevent and/or catch mismanagement of program funds in a timely fashion. Regular field visits to supervise implementation ensures that planned projects are actually implemented as planned and allows for adjustments to implementation timelines and processes as are needed.
200. Organizing farmers into groups has number of advantages. For instance, it was observed that farmers' income level were increased due to improved access to inputs and finance to carry out their activities. This was made possible owing to the fact that most of the farmers were members of ABCs, FBOs or CSOs.
201. Adequate training of staff, government and beneficiaries is key to successful project implementation. FFS and GALS enhanced the implementation of all project components, and where FFS and GALS training were not provided there were distinct differences in the implementation success.
202. Timely procurement is critical to the success of the program. Recognising that agriculture is seasonal and planning for the agricultural calendar in the AWPB helps to ensure that procurement of agricultural goods and services are timely, and projects proceed according to the agricultural needs.
203. The use of local service providers and youth contractors to implement the tree crop and IVS components was generally successful. It is important to ensure that the contracting process includes requirements for expertise and business management and is not solely based on low bid. This approach reinforces the local content policy of the government and also instill confidence in the youths to take on bigger and more complex assignments in the future.
204. The value chain approach using ABCs linked with FBOs to increase production, introduce post harvest storage and processing and improve marketing of agricultural products and services was somewhat successful and has promise going forward. The ABCs will need continued support to improve their ability to offer the goods and services needed by the FBOs. Stronger links to markets and improved links with the RFIs are also necessary.
205. The focus of Component 2 was predominantly the physical establishment of IVS structures, often in locations and with FBOs that were not considered for other than their suitability for that work. It is important to work on sites suitable for development, but also to ensure that the FBOs are viable and functional and that there is suitable access to the locations for subsequent storage, processing and transportation of the rice and vegetables produced. It is recommended that IVS selection for the AVDP take into consideration the location and legal status of the IVS, its pre-development state (development vs rehabilitation), and the existence of a committed group of beneficiaries who have not just come together for the sole purpose of the intervention.
206. IVS development led to a reduction of fire occurrences in the surroundings of the developed IVS. Many farmers decided to focus on rice production instead of upland cultivation in which environmentally-damaging slash-and-burn is being practiced to clear land. The shift towards IVS shows that many farmers changed the way how they farm. Less fire occurrences is an unintended positive environmental outcome that justifies IVS development.
207. Successful establishment of the RFIs is leading to improved access to agricultural finance, especially for youth and

women. There is still work needed to provide agricultural loan products which acknowledge the need for alternative timing for repayment of loans based on the agricultural calendar and with appropriate interest rates.

208. Provision for continued support for legacy beneficiaries in the AVDP will ensure that the benefits of the SCP-GAFSP interventions are sustainable

209. **Project-level recommendations**

210. The main reason for the non-achievement of the planned reduction of post-harvest losses was the late supply of machineries and the lack of training. It is therefore highly recommended that procurement of project inputs be done in a timely manner.

211. Cost of transportation was identified as another factor that influenced project achievement. Project site selection must therefore take into account proximity to ABCs or farmers' location to reduce the cost of transportation.

212. Future and ongoing projects should aim at identifying innovative financial products that adequately address agricultural financing, particularly in the rural settings.

Footnotes

Executive Summary

[1][2] SCP-GAFSP Terminal Evaluation 2019

C. Assessment of project relevance

C.2. Internal Logic

[1] SCP was implemented for a 5-year period (2010 – 2015)

D. Assessment of project effectiveness

D.1. Physical targets and output delivery

[1] 36% of direct beneficiaries are female and 29% are youth –Project Impact Evaluation Report

[1] Computed by the Impact Evaluation Survey

[3] Women 40% and Youth 45%

[4] Tree crops done by the project are disaggregated as follows: 3,200ha of cocoa, 3,000ha of oil palm and 500ha of cashew

[5] Women 43%, Youth 48%

[6] No new ABCs established because of 193 existing ABCs

[7] The original idea was contract farming but was never successful

[8] Some initial support was provided to National Federation of Farmers in Sierra Leone in the form of computers and office furniture

[9] 44% Female, 48% youth

[10] Needs Assessment and Market Analysis for Coffee Rehabilitation / Establishment in Sierra Leone – June 2016

[11] Assessment of 193 Agricultural Business Centres – August 2016

[12] The equipment provided were based on 11 commodity value chains.

D.2. Rural Poverty impact

iii) Food security

[1] * The Food Consumption Score (FCS) is a proxy indicator for household caloric availability. It is an index that aggregates household-level data on the diversity and frequency of food groups consumed over the previous seven days. The measure is then weighted according to the relative nutritional value of the consumed food groups.



Sierra Leone

Smallholder Commercialization Programme

Project Completion Report

Appendix 1: Project logical framework

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

Report No. 5388-SL

West and Central Africa Division
Programme Management Department

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Smallholder Commercialization Programme

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)	Source	Frequency	Responsibility	
Outreach SCP-GAFSP	1.b Estimated corresponding total number of households members										<input type="checkbox"/> Stability and peace in country <input type="checkbox"/> Stable political and macro-economic environment. <input type="checkbox"/> Government monetary/fiscal policies and macro-economic reforms conducive to poverty reduction <input type="checkbox"/> Commitment of all stakeholders (Government, donors, private sector) to participate in poverty reduction efforts
	Household members			60 500	158 272	158 272	261.6				
	1.a Corresponding number of households reached										
	Women-headed households			4 322	11 083	11 083	256.4				
	Non-women-headed households			4 321	11 084	11 084	256.5				
	1 Persons receiving services promoted or supported by the project										
	Females			30 250	79 136	79 136	261.6				
	Males			30 250	79 136	79 136	261.6				
	Young										
	Not Young										
	Indigenous people										
	Non-Indigenous people										
	Total number of persons receiving services			60 500	158 272	158 272	261.6				

Results Hierarchy	Indicators							Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)		Frequency	Responsibility	
	Indirect beneficiaries							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	
	Indirect beneficiaries			300 000	295 000	295 000	98.3				
Project Goal Rural poverty and household food insecurity reduced on a sustainable basis leading to stronger national economy	Increased Farm Incomes for direct beneficiaries							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	<input type="checkbox"/> Stability and peace in country <input type="checkbox"/> Stable political and macro-economic environment <input type="checkbox"/> Stability and peace in country <input type="checkbox"/> Stable political and macro-economic environment. <input type="checkbox"/> Government monetary/fiscal policies and macro-economic reforms conducive to poverty reduction <input type="checkbox"/> Commitment of all stakeholders (Government, donors, private sector) to participate in poverty reduction efforts
	Increase in incomes			10	64	64	640				
	Proportion of target population below the minimum level of dietary energy consumption by gender and vulnerable groups							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	
	Percentage of target population			39.8	29.06	29.06	73				
	Increased incomes for indirect beneficiaries							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	
Increased incomes			23								
Development Objective Rural poverty and household food insecurity reduced on a sustainable basis leading to stronger national economy											

Results Hierarchy	Indicators						Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)	Source	Frequency		Responsibility
Outcome Smallholders have increased production, intensification, value addition, marketing and reduced rates of post-harvest losses	FBOs members report having adopted improved farming practices							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	<input type="checkbox"/> Farmers have adequate resources to acquire productive inputs <input type="checkbox"/> Normal weather condition
	% of FBOs members			46	0	0	0				
	Targeted farmers having increased their yields by 30% for rice, cassava and other crops and by 25% for tree crops							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	
	Tree Crops			25	51	51	204				
	rice, cassava and other crops			30	28.56	28.56	95.2				
	Percentage of targeted farmers have reduced post-harvest losses by 20%							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	
	Smallholder farmers			20	17.12	17.12	85.6				
	Percentage of targeted farmers have access to inputs and processing facilities							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	
	Smallholder farmers			10	21.4	21.4	214				
	Percentage of targeted farmers have access to MAFFS/NaFFSL services "							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	
	Smallholder farmers			20	13.76	13.76	68.8				
	Percentage of targeted farmers have increased their incomes by 10%							Impact Evaluation Report	Periodic/Endline Evaluation	PMU/Consultant	
	Percentage of targeted farmers			40	58	58	145				
Output Output 1.1. Grassroots FBOs are created/supported, and their members trained through the FFS methodology, with a view at production intensification	FBOs registered										
	No. of FBOs registered		216	1 000	1 020	1 020	102				
	FBOs trained in production practices										

Results Hierarchy	Indicators							Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)		Frequency	Responsibility	
	No. of FBOs		191	1 000	862	862	86.2				
	Additional hectares on which farmers have adopted the technologies being promoted (Cocoa and Oil Palm)							Progress Reports, activity reports FAO Reports ABC Assessment 2018	Quarterly/half-yearly/annually	PMU/FAO	
	Number of hectares		500	6 700	8 000	8 000	119.4				
	Farm produce under improved storage										
	Volume of farm produce										
	Volume of farm produce under improved storage							Progress Reports, activity reports FAO Reports ABC Assessment 2018	Quarterly/half-yearly/annually	PMU/FAO	
Volume (MT)				26	26						
Output Output 1.2. Agricultural Business Centers are (ABCs) and agro-dealers are established and capacitated with a view at improving farmers' access to market and inputs	New ABCs established							Annual Progress reports Activity Reports, Annual Progress Reports	Half-yearly Annual, Annual	PMU	<input type="checkbox"/> ABCs and agro-dealers provided with start-up capacities for operations <input type="checkbox"/> Revised strategy for creation of business plan centred and professionally run ABCs developed and implemented <input type="checkbox"/> Credit line established with Apex Bank for provision of credit to ABCs

Results Hierarchy	Indicators							Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)		Frequency	Responsibility	
	Number of ABCs	193		200							
	Business Plans developed for ABCs							Annual Progress reports Activity Reports, Annual Progress Reports	Half-yearly Annual, Annual	PMU	
	No. of Business Plans			52	52	52	100				
	Agro-dealers established							Annual Progress reports Activity Reports, Annual Progress Reports	Half-yearly Annual, Annual	PMU	
	No. of agro-dealers		27	40	17	17	42.5				
	MoUs with implementing partners (contract farming)							Annual Progress reports Activity Reports, Annual Progress Reports	Half-yearly Annual, Annual	PMU	
	No. of MoUs	0	0	300	79	79	26.3				

Results Hierarchy	Indicators							Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)		Frequency	Responsibility	
Output Output 1.3. District Agricultural Officers (DAO) are fully functional and the NaFFSL is restructured and strengthened	Results-based contracts established with DAOs covering coordination and M&E responsibilities										
	Number of contracts	0	9	13	9	9	69.2				
	Capacity building plans completed after 2 years							Progress reports Back-to-office reports	Annual	PMU	
	Percentage of capacity building plans			50	100	100	200				
	Client days of extension services provided to farmers/FBOs by gender							Progress reports Back-to-office reports	Annual	PMU	
	No. of client days			14 886	13 680	13 680	91.9				
	NaFFSL restructured including revised constitution, management structure and action plan							Progress reports Back-to-office reports	Annual	PMU	
	NaFFSL restructured			1	0	0	0				
Outcome Outcome 2. Small scale irrigation development raises levels of smallholder rice production and increases food security, incomes and employment	Operational IVS associations							Annual progress reports	Annual	PMU	No adverse climatic condition and pests and diseases attack
	Number of IVS	0	93	270	158	158	58.5				
	Youth gainfully employed							Annual progress reports	Annual	PMU	
	Number of youth				316	316					
	Youth contractors able to engage in bidding							Annual progress reports	Annual	PMU	
	Percentage of youth contractors			40	0	0	0				

Results Hierarchy	Indicators							Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)		Frequency	Responsibility	
	Farmers having increased their incomes by 10%							Impact Evaluation Report	Periodic/Endline Evaluation	PMU	
	Smallholder farmers			40	58	58	145				
	Farmers having increased their yields by 30%							Impact Evaluation Report	Periodic/Endline Evaluation	PMU	
	Smallholder farmers			30	28.56	28.56	95.2				
	Rehabilitated sites functional after Y2							Adoption Survey 2018	Periodic	PMU/PEMSD	
Functional Rehabilitated Sites			80								
Output Output 2.1. Lowland developed/ Rehabilitated	Hectares of IVS rehabilitated							Annual progress reports	Annual	PMU Service provider reports	No adverse climatic condition and pests and diseases attack
	Hectares of land	0	927	2 000	1 991.36	1 991.36	99.6				
	Local SPs/youth contractors established							Annual progress reports	Annual	PMU Service provider reports	
	Number of youth	0	8	26	22	22	84.6				
	IVS associations registered and trained in IVS management							Annual progress reports	Annual	PMU Service provider reports	
No. of IVS associations	0	25	135	158	158	117					
Outcome Outcome 3. Access of smallholders and the rural poor and their organizations to rural financial services	Targeted farmers having increased their access to financial services							Impact Evaluation Report	Quarterly, half-yearly, Annual	Apex Bank	
	Smallholder farmers		20	10	58	58	580				
	Targeted farmers with a banking account in a FSA or CB							Impact Evaluation Report	Quarterly, half-yearly, Annual	Apex Bank	
	Smallholder farmers			20	34.76	34.76	173.8				

Results Hierarchy	Indicators						Source	Means of Verification		Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)		Cumulative Result % (2019)	Frequency		Responsibility
	Targeted farmers having received a loan from a FSA or a CB						Impact Evaluation Report	Quarterly, half-yearly, Annual	Apex Bank		
	Smallholder farmers			15	31.8	31.8					212
	Value of outstanding rural Micro-financial loan (in US\$) for FSA and CBs						RFI Reports	Quarterly, half-yearly, Annual	Apex Bank		
	FSA		1 328		1 828	1 828					
	CBs		644.2		1 154	1 154					
	FSA and CB profitable						RFI Reports	Quarterly, half-yearly, Annual	Apex Bank		
	FSA		12	15	15	15					100
	CBs		1	4	4	4					100
	Recovery Rates of FSAs and CBs						RFI Reports	Quarterly, half-yearly, Annual	Apex Bank		
	FSA		90	98	94	94					95.9
	CBs		92	98	76	76					77.6
	Value (in %) of the PAR for FSAs and CBs						RFI Reports	Quarterly, half-yearly, Annual	Apex Bank		
	FSA		10	-5	6	6					-120
	CBs		8	-5	24	24					-480
	Output Output 3.1. FSA Developed	FSAs created						Apex Reports RFI Reports	Quarterly, half-yearly, Annual		Apex Bank
Number of FSAs			15	15	15	15	100				
Active FSAs Loan accounts						Apex Reports RFI Reports	Quarterly, half-yearly, Annual	Apex Bank			
Loan Accounts				10 670	11 114				11 114	104.2	
Active borrowers (men)						Apex Reports RFI Reports	Quarterly, half-yearly, Annual	Apex Bank			
Male			2 182	5 335	5 557				5 557	104.2	

Results Hierarchy	Indicators							Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)		Frequency	Responsibility	
	Active borrowers (women)							Apex Reports RFI Reports	Quarterly, half-yearly, Annual	Apex Bank	
	Female		2 183	5 335	5 557	5 557	104.2				
Output Output 3.2. CB Supported	CBs created							Apex Bank Reports RFI Reports	Apex Bank Reports RFI Reports	Apex Bank	Apex Bank provides adequate technical assistance to RFIs
	Community Banks		4	4	4	4	100				
	Active CB Loan accounts							Apex Bank Reports RFI Reports	Apex Bank Reports RFI Reports	Apex Bank	
	Loan Accounts		1 360	3 992	4 534	4 534	113.6				
	Active borrowers (men)							Apex Bank Reports RFI Reports	Apex Bank Reports RFI Reports	Apex Bank	
	Male		680	1 996	2 267	2 267	113.6				
	Active borrowers (women)							Apex Bank Reports RFI Reports	Apex Bank Reports RFI Reports	Apex Bank	
	Female		680	1 996	2 267	2 267	113.6				
Output Output 3.3. Institutional support in place	Apex body for CB/FSA established							Apex Bank Reports RFI Reports	Quarterly, half-yearly, Annual	Apex Bank	
	Number of Apex		1	1	1	1	100				
	No. of FSAs and CBs having access to the refinance facility							Apex Bank Reports RFI Reports	Quarterly, half-yearly, Annual	Apex Bank	
	FSA with access to the refinance facility		0	19	19	19	100				
	No. of BoSL staff receiving capacity building support							Apex Bank Reports RFI Reports	Quarterly, half-yearly, Annual	Apex Bank	
	Number of staff		1	1	1	1	100				

Results Hierarchy	Indicators							Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)		Frequency	Responsibility	
Outcome Outcome 4: Effective strategic, operational planning, efficient coordination and monitoring of the SCP is ensured	A strategic and operational plan for GAFSP is adopted							Progress Reports	Annual	PMU	A motivated SCP coordination Secretariat is in place
	Number of plans		1	1	1	1	100				
Output Output 4.1: Strategic planning, coordination and management	Well-articulated management structure for GAFSP is adopted							Progress Reports	Annual	PMU	A motivated SCP coordination Secretariat is in place
	Number of Plans		1	1	1	1	100				
Output Output 4.2: M&E, Information and knowledge sharing	An effective and functioning M&E is put in place							Progress Reports	Annual	PMU	A motivated SCP coordination Secretariat is in place
	M&E units in place		1	1	1	1	100				



Sierra Leone

Smallholder Commercialization Programme

Project Completion Report

Appendix 2: Summary of amendments to the financing agreement

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

Report No. 5388-SL

West and Central Africa Division
Programme Management Department

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Appendix 2: Summary of amendments to the financing agreement

The following amendments to the financing agreement were formalised:

- September 2016: A two years no cost extension of project completion date was granted, thereby extending the project completion date at September 2018 and closing at March 2019.
- September 2018: A one year no-cost extension of project completion date, thereby extending the project completion date at September 2019 and closing at March 2020.

Table: Compliance with legal covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section B.2	Opening of the Designated I Account	Disbursement condition	Complied with	First International Bank, Freetown
Section B.2	Opening of Project Account	Disbursement condition	Complied with	First International Bank, Freetown
Section B.2	Opening of an account for counterpart financing	Disbursement condition	Complied with	First International Bank, Freetown
Section B.3	3.The Borrower/Recipient shall provide counterpart financing for the Programme (usd 4.5 million)	Disbursement condition	On-going	56% achieved. No cash contribution received in 2017, 2018 and 2019
Section E. 2	The transfer of funds specified in the first Funds Transfer Request has been received by the Fund.	Disbursement condition	Complied with	
Section E. 2	b) The Programme Accounts shall have been duly opened.	Disbursement condition	Complied with	
Section E. 2	The recruitment of the SCP Coordinator and the SCP-GAFSP Manager, M&E Officer and Financial Controller shall be completed	Disbursement condition	Complied with	
Section E. 2	A Project Implementation Manual (PIM) shall be drafted and shared with the Fund.	Disbursement condition	Complied with	
Section 4.08	Use of IFAD Loan proceeds	IFAD Grant proceeds to be used exclusively to finance Eligible Expenditures	Complied with	
Section 7.01	Annual Work Plans and Budgets and Procurement Plans to be submitted to Fund	No later than 60 days before beginning of each Fiscal Year	Complied with	
Section 7.05	Procurement of goods, civil works and services in accordance With IFAD procurement guidelines	Continuous	Complied with	
Section 7.08	All project assets insured according to sound commercial practice	Continuous	Complied with	
Section 8.03	Progress Reports to be submitted to IFAD regularly	No later than six weeks after the end of each six-month period	Complied with	Quarterly IFRs submitted
Section 8.03	A Mid-Term Review to be carried out jointly by Borrower and IFAD	No later than 36 months after the Effective Date	Complied with	
Section 9.02	Submission of Financial Statements	Within 4 months after the end of each fiscal year	Complied with	

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 9.03	Audit Reports on project accounts of each year to be submitted to Fund	Within 6 months after the end of each fiscal year	Complied with	



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Smallholder Commercialization Programme

Project Completion Report

Appendix 3: Actual project costs

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

Report No. 5388-SL

West and Central Africa Division
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Appendix 3: Actual project costs

Table 3A: Financial performance by financier as at 31 December 2019

Financier	Allocation at Appraisal (USD '000)	Current Allocation (USD '000)	Disbursements (USD '000)	disbursed %age
GAFSP Grant	50,000.0	50,000.0	49,989	99.78%
Government	4,572.0	4,572.0	2,570	56.21%
Beneficiaries	1,890.0	1,890.0	3,700	195.77%
Total	56,462.0	56,462.0	56,451	99.98%

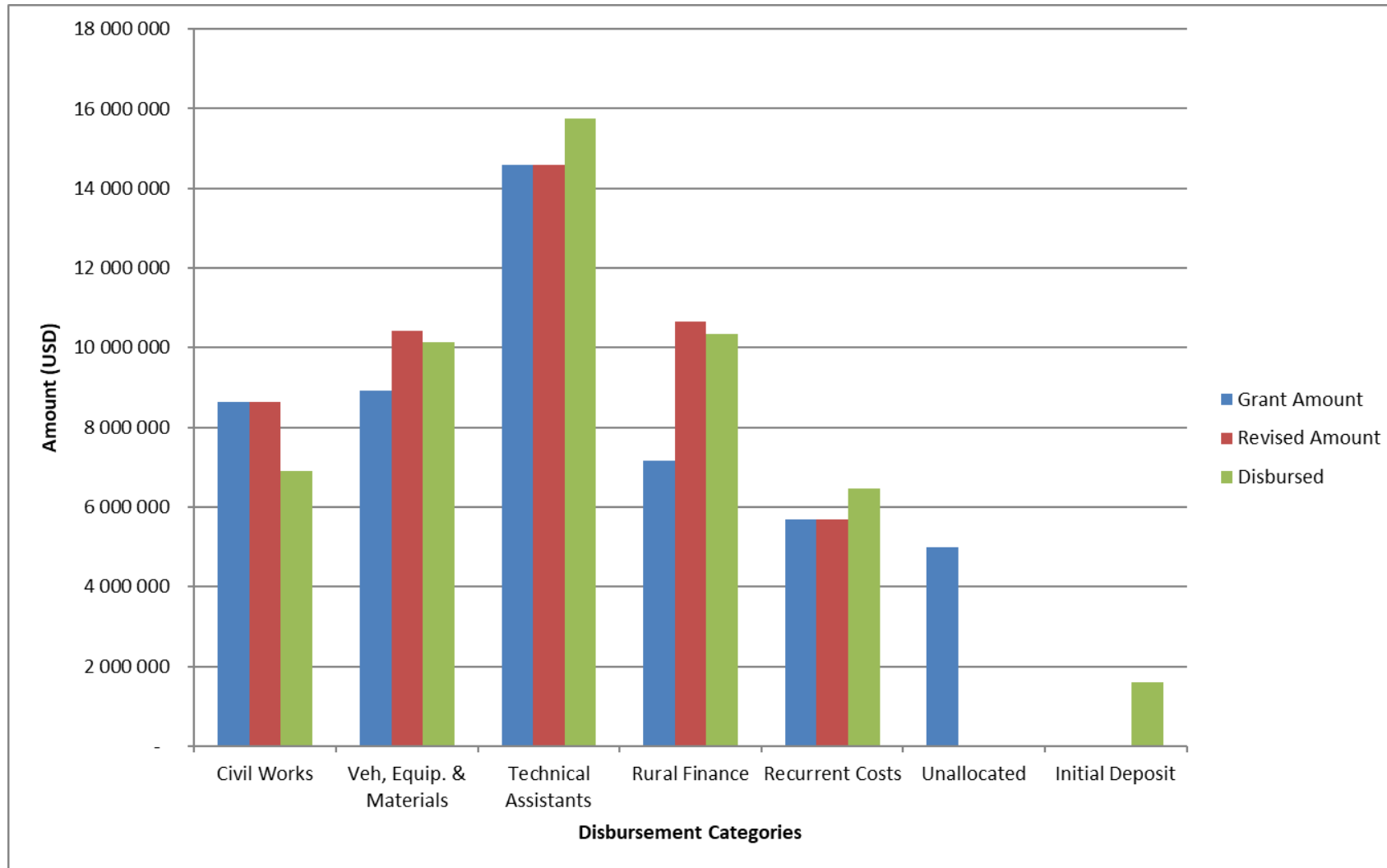
Table 3B: Financial performance by financier by component (USD '000) as at 31 December, 2019

Component		IFAD Grant			Government			Beneficiaries			Total		
		Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
A	Smallholder Agriculture Commercialization	24,038	23,539	98%	3,022	1,605	53%	1,890	3,700	196%	28,950	28,950	100%
B	Small Scale Irrigation Dev't.	7,375	6,304	85%	547	114	21%	-	0		7,922	6,418	81%
C	Access to Financial Services	7,951	10,354	130%	64	-	0.00%	-	0		8,015	10,354	129%
D	Programme Management	10,636	9,792	92%	939	851	91%	-	0		11,576	11,576	92%
TOTAL		50,000	49,989	99.78%	4,572	2,570	56%	1,890	3,700	169%	56,463	56,451	93%
Initial Advance			11									11	
Grand Total		50,000	50,000	99.98%	4,572	2,570	56%	1,890	3,700	196%	56,463	56,462	100%

Table 3C: IFAD loan disbursements (USD, as at 31 December 2019)

Cat. Code	Category/Description	Grant Amount	Revised Amount	Total Disb.	WA Pending	Available Balance	% Disb.
		USD	USD	USD		USD	USD
120056	Civil Works	8,640,000	8,640,000	6,,900,484	0	1,739,566	79.87%
120057	Vehicles, Equip. And Materials	8,930,000	10,430,000	10,106,930	0	323,070	97.29%
120058	Technical Assistants	14,580,000	14,580,000	15,763,446	0	-1,183,,446	108.12%
120059	Rural Finance	7,150,000	10,650,000	10,353,750	-	296,250	97.22%
120060	Recurrent Costs	5,700,000	5,700,000	6,864,713	0	-1,164,713	120.43%
120061	Unallocated	5,000,000	-			0	
074063	Initial Deposit - Designated A/c	-	-	(10,724)		0	0%
	Total IFAD Financing	50,000,000	50,000,000	49,989,276	0	0	99.98%

Figure 1: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement as at 31 August 2019





Sierra Leone

Smallholder Commercialization Programme

Project Completion Report

Appendix 4: Project internal rate of return (detailed analysis)

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

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West and Central Africa Division
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Appendix 4: Project internal rate of return (detailed analysis)

1. This appendix presents the *ex-post* economic and financial analysis (EFA) of the project upon completion and assesses for efficiency. The EFA aims to demonstrate the benefits of the on-farm and off-farm activities of the project, compared with that at appraisal, while considering the risks and changes to the project during implementation.
2. **Data sources and general assumptions.** The data used in the analysis has been collected from various sources, including and in particular the PCU, local agricultural practitioners and mission estimates.
3. **Prices.** Input and output prices are also in constant 2019 terms. Financial prices were collected during the field visit in September 2019 and their economic values were calculated by using a standard conversion factor (SCF) of 1.31 for imported chemicals, an SCF of 0.95 for exported agricultural products, a shadow wage rate factor of 0.95 and a shadow conversion factor of 0.89.
4. **SCP quantifiable benefits.** Three main technical components of the Project are: (i) smallholder agriculture and commercialization, (ii) small-scale irrigation development and (iii) access to financial services. Component 4 covered planning, coordination and management activities.
5. The main quantifiable benefits from improved smallholder agriculture and commercialization are:
 - (a) Improved on-farm and off-farm productivity; resulting in higher income, and
 - (b) Increased use of climate smart technologies and expanded cropping area; resulting in increased production and a move to higher-value crops,
6. The main quantifiable benefits from small-scale irrigation development are:
 - (a) improved water control and expansion of irrigable areas, improved expansion of market linking infrastructure; resulting in more secure access to markets of more marketable goods at higher prices,
7. The main quantifiable benefits from access to financial services are:
 - (a) Better sequential financing of value-chain actors; resulting in timely payment and sustainable economic growth,
 - (b) Better repayment rates among borrowers to lenders of rural financial services,
 - (c) Better outreach to different segments of the 'bankable' poor, including the poor and the borderline poor.
8. **Pre-investment Financial Analysis.** *Ex ante* economic and financial analysis of the project was conducted to assess the project's potential to provide sufficient financial incentives for target group households to participate in activities supported by the Project and to determine whether the suggested terms and conditions would afford farmers to repay their loans without undue hardship.
9. At the time, the analysis concluded an economic internal rate return of 4.3% and an NPV of USD -12,776, using a discount rate of 12% over a 20-year discount period. The area of intervention was estimated using a percentage of available lands in upland and lowland areas for rice, no tree crops were included but some basic agro-processing of cassava was calculated.
10. The programme had the following key objectives: (i) increased agriculture sector growth from 4% to 7.7% by 2015; (ii) increased incomes of farming households by 10%; and (iii) increased household food security by 25%.
11. Key modalities for reaching the objectives included IVS and tree crops. During implementation however, related targets were revised downwards, with IVS reduced from 4,000 hectares to 2,000 hectares and tree crops from 8,000 hectares to 6,200 hectares. An additional target expressed at the time of design was an additional 70,000 tonnes of rice produced by the project

to close the gap in domestic demand and imported rice. It remains unclear whether the project was to contribute to closing this gap or produce an incremental value equal or close to this amount, on an annual basis.

12. The following table summarizes the findings of the analysis for crop and farm models at appraisal.

Adoption models ²	Area/production, ha/ton	Incremental margin, US\$	Aggregate Incremental net benefit.
Existing area			
Upland Rice	31947	51	1627
Low land Rice	13346	27	355
Cassava	9202	241	2221
Groundnut	11462	35	405
Vegetable	51	53	3
Increased area			
Upland Rice	3195	51	163
Low land Rice	4000	27	106
Cassava	920	241	222
Groundnut	1146	35	41
Vegetable	10	53	1
Total		815	5142

13. **Post-Investment Financial Analysis.** The project achieved a number of the revised targets with respect to hectares of rice, cacao and oil palm. In total 1,896 hectares of rice, 3,000 hectares of cacao and 3,200 hectares of oil palm received direct support from the project, in the form of planting material, inputs and major investments, such as engineering works under IVS. While IVS activities began in 2012 and 2013 with 317 and 721 hectares, respectively, after a three year gap a further 858 hectares received support in 2017. Interventions in cacao and oil palm occurred during 2017, 2018 and 2019, with 800, 2,000 and 400 hectares of cacao receiving assistance, while 3,000 hectares of oil palm occurred in 2018, according to M&E data from the PMU.
14. Using data from the M&E system of the PMU, as well as yield surveys and FAO and World Bank stats on Sierra Leone, the analysis concludes that a number of significant improvements were achieved regarding yields. Yield increases in rice ranges between 35 and 37 percent for single and double crop rice. Gross revenue per hectares in USD terms improved for all crops assessed. This is also reflected in the NPV and BCR figures for each of the crops.

	Yields (tonne/ha)			Gross revenue (USD/ha)			Gross margin (USD/ha)			Return on labour (USD/ha)			FIRR @ 13.8%	NPV @ 13.8%	Benefit/Cost
	WOP	WP	Incram.	WOP	WP	Incram.	WOP	WP	Incram.	WOP	WP	Incram.	WP	WP	WP
IVS Rice - single	1.7	2.3	35%	530	753	42%	304	361	19%	3.70	2.78	-25%	#NUM!	1,542	1.64
IVS Rice - double	1.7	2.3	37%	530	1301	145%	335	654	95%	4.08	2.87	-30%	#NUM!	2,918	1.69
Groundnut	1.6	1.8	13%	640	720	13%	524	589	12%	7.27	6.76	-7%	#NUM!	2,702	3.52
Cassava	11.6	16.8	44%	1,257	1,815	44%	1,126	1,578	40%	14.82	15.35	4%	#NUM!	4,930	3.63
Vegetables	0.5	2.0	300%	270	1,080	300%	104	431	314%	2.09	4.61	121%	#NUM!	1,251	1.59
Oil Palm	0	2,000	N/A	0	2,025	N/A	0	1,026	#DIV/0!	#DIV/0!	8.84	#DIV/0!	#NUM!	5,224	1.94
Cacao	0.8	0.8	7%	1,353	2,025	50%	1,206	1,304	8%	1.52	9.38	516%	#NUM!	3,716	3.15

15. At the farm-level, the analysis uses a one hectare sized farm as a basis for estimating the impact on household income for IVS, cacao and oil palm producing households, as a result of project interventions. The incremental difference in income between the WOP and WP scenarios is in the region of USD 100, USD 200 and USD 300 for each of the respective farms.

Farm size:	1.00 ha			1.00 ha			1.00 ha		
	WOP at design			WOP at End			WP at End		
	Area harvested (ha)	Gross Margin per ha (USD)	Financial Gross Margin (USD)	Area harvested (ha)	Gross Margin per ha (USD)	Financial Gross Margin (USD)	Area harvested (ha)	Gross Margin per ha (USD)	Financial Gross Margin (USD)
IVS rice-1	0.00	207	0.9	0.06	304	19.0	0.14	361	49.3
IVS rice-2	0	261	0.0	0.00	348	0.0	0.03	667	18.2
Vegetable	0.00	84	0.0	0.00	104	0.1	0.10	431	43.4
Groudnut	0.06	551	34.3	0.00	524	0.1	0.04	589	25.4
Cassava	0.07	759	51.6	0.07	1,126	76.7	0.05	1,578	74.2
Gross margin	0.14		86.9	0.13		95.9	0.35		210.5
Rent	1	10	10	1	10	10	1	10	10
Irrigation fee O&M Fees	0.07	20	1.3	0.06	20	1.3	0.31	20	6.2
Net farm returns			75.5			84.6			194.3
Oil palm	0.00	0	0.0	0.02	0.00	0.0	0.22	1,026	221.5
Groundnut	0.06	551	34.3	0.06	524	32.7	0.04	589	25.4
Cassava	0.07	759	51.6	0.07	1,126	76.7	0.05	1,578	74.2
Gross margin	0.13		86.0	0.15		109.3	0.31		321.0
Rent	1	10	10	1	10	10	1	10	10
Net farm returns			75.96			99.31			311.00
Cocoa	0.27	350	93.4	0.27	1,206	321.7	0.46	1,304	600.4
Groundnut	0.06	551	34.3	0.00	524	0.0	0.04	589	25.4
Cassava	0.07	759	51.6	0.07	1,126	76.7	0.05	1,578	74.2
Gross margin	0.40		179.4	0.33		398.4	0.55		700.0
Rent	1	10	10	1	10	10	1	10	10
Net farm returns			169.4			388.4			690.0

16. Using financial and economic prices to assess the agricultural returns and benefits, the analysis calculated the NPV, IRR and BCR profitability indicators according to the said interventions as per the year of intervention, discounting these actions according to their timing within the project timeline, as opposed to using general assumptions to discount actions. It is with the intention to reflect and capture the benefits in a more accurate and realistic manner that this is done.
17. The methodology produced the following results: the financial internal rate of return (FIRR) over a 20-year discount period returns a figure of 2 percent, while using an opportunity cost of capital (OCC) rate of 13.8%¹. The OCC is based on the interest rate spread earned by banks in Sierra Leone for 2018 (World Bank). The net present value (NPV) returns a figure of USD -19 million and the BCR a figure of 0.4. These figures are similar to the figures at expressed at design in that the IRR is below the discount rate. However, the difference is that the figure at design was the economic IRR. In the case of SCP at completion, the economic IRR is more positive.
18. The discount rate used for the EIRR is 5%, based on the World Bank lending rates of LIBOR + 1.4%, which is close to 3.4% for Sierra Leone.² Instead, a more conservative figure of 5% represents the social discount rate (SDR). When using the SDR figure, the analysis returns an EIRR figure of 10% over a 20-year period, an NPV of USD 23 million and a BCR of 1.6. Switching value benefits and costs would have to decrease by 37% and increase by 58% for the project to not return a positive NPV figure.
19. The target of 70,000 tonnes of rice per year remains unclear. However, mission estimates on the amount of incremental rice production ranges between 4,000 and 7,000 tonnes per year, by the end of the project.
20. Due to difficulties in the availability of data, the analysis did not capture benefits from the agribusiness centres. ABCs still remain at an early stage of development, have limited awareness of price, operating costs and profit levels. Of the 52 ABCs supported, 39 have operationalized equipment, while 12 remain inoperable. It will take more investment and

¹ <https://data.worldbank.org/indicator/FR.INR.LNDP?view=map>

² <https://www.global-rates.com/interest-rates/libor/libor.aspx> and <https://treasury.worldbank.org/en/about/unit/treasury/ibrd-financial-products/lending-rates-and-fees>

training to ensure that a majority of the ABCs remain operational and profitable, with a shareholder base that is sustainable.

21. Similar to that at design, the analysis did not complete a comprehensive analysis of the rural financial institutions under component 3. While there has been extensive growth in the number of clients for FSAs and CBs, with 5,255 and 2,634 clients respectively, their financial self-sufficiency remains a distant prospect. Operational self-sufficiency does appear to be positive, however, it remains to be seen whether a declining trend in operating profits can be sustained into the future, after donor funding and new equity investments stop. A credit demand analysis and financial gap analysis is needed to be able to predict future prospects for growth.
22. **Sensitivity Analysis.** The sensitivity analysis was extended to the economic analysis to test for its robustness. The base scenario was tested against 10 different scenarios, eight of which tested for a decline in the overall operating environment. In all but one scenario, where benefits declined by 50%, the EIRR remained above the SDR and the NPV remained positive. The analysis also extended the discount period to 30 years to test the response to such as scenario. The summary results are found in the below table.

	<u>Discount Period</u>	
	20 years	30 years
NPV (in USD MN) @ 0.05	23	67
EIRR	10%	13%
Social Discount Rate	5.0%	
Project benefit stream	63.6	107.6
Project cost stream	40.3	41.1
BCR	1.6	2.6
Switching Value - Benefits	-0.37	-0.62
Switching Value - Costs	0.58	1.62



Sierra Leone

Smallholder Commercialization Programme

Project Completion Report

Appendix 5: Environmental social and climate impact assessment (detailed analysis)

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

Report No. 5388-SL

West and Central Africa Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

Appendix 5: Environmental social and climate impact assessment (detailed analysis)

This appendix is not applicable to SCP-GAFSP



Sierra Leone

Smallholder Commercialization Programme

Project Completion Report

Appendix 6: Dates of supervision mission and follow-up missions

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

Report No. 5388-SL

West and Central Africa Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

Mission	Dates
Supervision Mission 1	03 September 2012 - 19 September 2012
Supervision Mission 2	20 February 2013 - 08 March 2013
Supervision Mission 3	15 February 2015 - 10 April 2015
Mid-Term Review 1	15 August 2015 - 15 August 2015
Supervision Mission 4	22 October 2015 - 12 November 2015
Supervision Mission 5	19 May 2016 - 02 June 2016
Impl. Sup/Follow Up Mission 1	28 September 2016 - 12 October 2016
Supervision Mission 6	19 January 2017 - 02 February 2017
Impl. Sup/Follow Up Mission 2	01 March 2017 - 07 March 2017
Impl. Sup/Follow Up Mission 3	01 June 2017 - 17 June 2017
Supervision Mission 7	16 October 2017 - 27 October 2017
Supervision Mission 8	22 January 2018 - 09 February 2018
Supervision Mission 9	15 February 2019 - 01 March 2019



Sierra Leone

Smallholder Commercialization Programme

Project Completion Report

Appendix 7: Terms of Reference of the completions review mission

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

Report No. 5388-SL

West and Central Africa Division
Programme Management Department

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MEMO

Appendix 7: Terms of Reference of the completions review mission

DATE: 8 August 2019

TO: **Vasile Klaassen**, Mission Technical Lead and IVS Development / Institutions
Dunstan Spencer, Tree Crops Specialist
Oliver Mundy, Environmental Analyst
Erkan Ozcelik, Economist, FAO-TCI
Ahmed Sadji, Rural Enterprise Specialist
Alex Bett, Rural Finance Specialist
Franklin Ibemessie, Procurement Specialist
Daniel Pasos, Financial Management Specialist
Patrick Bao, Country Programme Officer, WCA (M&E/ Knowledge Management Specialist)

FROM: **Jakob Tuborgh**
Country Programme Manager, WCA

SUBJECT: Terms of Reference – Completion mission for the Smallholder Commercialisation Programme- Global Agriculture and Food Security Programme (SCP-GAFSP); start-up support for the Agricultural Value Chain Development Project (AVDP); and preparatory work for new COSOP, Sierra Leone. Mission dates: 16-27 September 2019.

Background. In June 2010, the multi-donor financing facility the Global Agriculture and Food Security Programme (GAFSP) approved a 50 million USD proposal from the Government in support of the Smallholder Commercialisation Programme (SCP). In addition to other IFAD-financed projects (RFCIP), IFAD was chosen as the supervising entity for the SCP-GAFSP. In the initial phase of the Programme, synergies were established between the national SCP-GAFSP programme and the on-going IFAD portfolio in order to achieve country strategic objectives and ensure the continued partnership building between IFAD and the multilateral GAFSP.

Since the project's entry into force and up until end-2012, the SCP-GAFSP was well performing with regards to its rural finance component. The project was however underperforming in the smallholder agricultural commercialisation and small-scale irrigation components, with concerns around the sustainability of the Agri-Business Centres (ABCs). Due to serious management issues at the PMU as well as a case of mis-procurement, an audit and investigation covering the period June 2012 to October 2013 was conducted by the Audit Service Sierra Leone (ASSL). This led to the suspension of the programme by IFAD in August 2014. Most of the 2014 AWPB was not implemented, and the PMU suffered high turnover during this period. Following the positive steps taken by the Government to address and resolve the issues identified during the audit, the suspension was lifted in September 2015. The project encountered further delays due to the Ebola Virus Disease in 2014-2016.

In 2018 a request for a one-year cost extension was submitted to IFAD and GAFSP. In September 2018 the no-cost extension of 1 year was granted, thereby postponing the completion date to 30 September 2019 and the closing date to 31 March 2020.

The most recent SCP-GAFSP supervision mission took place in February 2019. Mission findings reflected improved performance over the past few years and the project moved away from being a problem project according to IFAD classification. Detailed description of performance can be found in the corresponding supervision report.

In December 2018 the Agricultural Value Chain Development Project (AVDP) was approved by IFAD's Executive Board. The financing agreement was signed on 1 March and ratified on 12 July 2019. Project staff is currently being recruited. The AVDP will be a national project supporting smallholder integration into the cocoa, oil palm and rice value chains and is expected to consolidate several of the benefits provided under SCP-GAFSP.

A new IFAD Country Strategic Opportunities Programme (COSOP) will be developed in the fourth quarter of 2019 and be presented to IFAD's Executive Board in April 2020. The mission will develop some concise background papers and other inputs to the COSOP development.

Mission objectives. The key mission objective is to contribute to an orderly project completion and finalise the Project Completion Report for SCP-GAFSP. Two additional objectives are to (i) provide start-up support for the AVDP; and (ii) develop concise inputs and analytical underpinnings to the new Sierra Leone Country Strategic Opportunities Programme (COSOP) that will be developed in Q4 of 2019.

- i. **SCP-GAFSP completion.** The overall objective of the completion review is to assess and document overall project implementation performance and the results achieved. This process calls for an informed reflection on the relevance, effectiveness, efficiency and sustainability of project interventions. More precisely, the detailed objectives of the completion process include the following:
 - To assess the relevance of project interventions at the time of project design and in today's context.
 - To assess the effectiveness of project implementation, or the extent to which project objectives were met, and to document the immediate results and impacts of project interventions.
 - To review the project costs and benefits and the efficiency of the overall project implementation process, including IFAD's and partners' performance
 - To assess the prospects of sustainability of project benefits beyond project completion
 - To generate and document useful lessons from implementation that will help improve IFAD's or Borrower's future programming and designs.
 - To identify any potential for the replication or up-scaling of best project practices
- ii. **AVDP start-up support.** The AVDP start-up will revolve around: (i) provision of lessons learned from the completion of SCP-GAFSP; (ii) review of the draft AWPB for 2019-2020 for its consolidation and finalisation; (iii) review of the targeting strategy for the project and its operationalisation in the 2019-2020 period; (iv) other support required for the implementation readiness of the project.
- iii. **COSOP preparatory activities.** Based on the mission findings, background material will be produced which will later inform and underpin the new IFAD COSOP which will be developed in Q4 of 2019. The background material will focus on rural finance and agribusiness development.

Mission Composition and Organisation

The mission will take place from 16 - 27 September. The mission will have in-depth discussions with the Ministry of Finance, the Ministry of Agriculture, the project management team and other project stakeholders (i.e. donors, partners). Generic tasks to be undertaken by the mission include:

- i. Review IFAD Project Completion Guidelines.
- ii. Review the draft project completion report that the PIU has prepared;
- iii. Review original SCP-GAFSP project design report as well as past supervision mission and mid-term review reports;
- iv. Conduct field visits;

- v. Conduct interviews with key stakeholders, including beneficiaries, implementation partners, private sector, NPCU and Government officials;
- vi. Take stock of progress against targets;
- vii. Review the project's exit strategy and provide further guidance for its successful implementation after project completion;
- viii. Organise a completion workshop will be held with project partners to capture their views on the project;
- ix. Identify lessons learned that will feed into the AVDP start-up phase.
- x. Based on the mission findings, the mission will fine-tune the draft Project Completion Report which has been prepared by the NPCU.

The **methodology and main performance assessment** questions can be found in Annex 2 and 3. The completion process will follow IFAD project completion guidelines.

The responsibilities of the mission members are as follows:

Mr. Jakob Tuborgh (CPM, WCA), Mission Leader, will assume the overall coordination of the mission. Mr Tuborgh will act as the focal point for discussions with the Mission Team, the partners and with the Government, and will review and provide final approval of the aide memoire and the project completion report prior to finalization.

Mr. Patrick Bao (CPO, WCA), Co-Mission Leader, will provide support to the mission leader and Mission Technical Lead as required. Mr. Bao will:

- Work with the NPCU to organise mission scheduling and logistics.
- Organise the completion workshop with relevant partners. The workshop should be planned for the second week of the mission, e.g. on Wednesday 25/9 or Thursday 26/9.
- Conduct a review of progress for SCP-GAFSP activities and results against targets set in the project logical framework and 2019 AWPB.
- Ensure that past reviews of project targets are well explained and justified in the PCR.
- Review the implementation and utilization by all relevant stakeholders of the tools for Monitoring and Evaluation.
- Follow up on developments relating to Documentation, Knowledge Management and Communications, and ensure this is appropriately reflected in the PCR.
- Assess project achievements in the areas of targeting, women's empowerment and youth involvement.
- Assess progress in the implementation of gender and targeting recommendations put forth in past missions as well as against overall project targets.
- Review the draft PCR sections as indicated in Annex 1 and suggest adjustments based on mission findings and requirements in IFAD PCR guidelines. See annex 1 for details.
- Provide inputs to mission aide-memoire (format and requirements to be defined).

Ms. Vasiliki Klaassen, Mission Technical Lead, will lead the technical part of the SCP-GAFSP completion mission. Ms. Klaassen will provide support and guidance to all mission members and participate in the field visits. In particular, she will:

- Assess progress relating to the implementation strategy for the SCP-GAFSP components, including coordination mechanism and institutional arrangements at national and local levels (assessment tools would include updated logframe and progress reports), and implementation status of the SCP-GAFSP exit strategy and provide recommendations to the post-project implementation of the strategy.
- Review progress to the previous supervision mission recommendations.
- Review project implementation of component 2 "Small Scale Irrigation Development", focused on Inland Valley Swamp (IVS) rice production. This will include an assessment of the quality of

IVS associations', FBOs, ABCs functionality and level of technical knowledge as well as management/institutional structure. This should include issues relating to organizational cohesion (legal status, access to funds, group decision making, land lease agreements, etc.).

- Assess progress relating to the implementation strategy for the SCP-GAFSP components, considering the coordination, mechanism and institutional arrangements at national and local levels, and development of the SCP-GAFSP exit strategy.
- Provide inputs to Oliver Mundy in the IVS sector for his assessment of the environmental sustainability and the introduction of climate adaptation activities.
- Provide inputs to Mr. Ahmed Sadji on the IVS sector for his assessment of the degree to which the project has succeeded in establishing win-win partnerships between FBOs/cooperatives/ABCs and private sector partners.
- Prepare the draft Aide Memoire (format to be provided) by 24 September based on inputs from all mission members.
- Review specific sections of draft PCR prepared by the NPCU as indicated in Annex 1 of these TORs and develop adjusted/updated versions as required.
- Finalize the PCR rating matrix (annex to PCR) based on discussion with Team Members and Project Staff.
- Receive and review updated sections of the Project Completion Report and consolidate into one document. The updated PCR shall be received in IFAD by 25 October.

Mr. Oliver Mundy, IFAD Technical Analyst and Environmental and Climate Change expert. Based on available information, Mr Mundy will review the changes in the natural resources base that may be attributable to project as well as examine any project-related issues of adaptation to climate change and resilience to natural disasters. Particularly Mr Mundy will:

- Assess the projects performance in terms of environmental and natural resource management and adaptation to climate change.
- Review the draft PCR prepared by the NPCU, particularly the sections on "Environment and Natural Resource Management" and "Adaption to Climate Change" and suggest adjustments based on mission findings and requirements in IFAD PCR guidelines. Develop Appendix 5: Environmental, social and climate impact assessment. Please see Annex 1 of these TORs for details.
- Provide contributions on Environment, Natural Resource Management and "Adaption to Climate Change to the mission aide-memoire (format and specific requirements to be provided).
- Review the draft Annual Work Plan and Budget for AVDP with a view to ensure that the activities to be financed by the Adaptation Fund (financing has been approved) as well as other good environmental practices in line with the project's development objective are adequately reflected.
- Capitalising on experience under SCP and best practice from other countries, Mr Mundy will review the draft PIM for AVDP and propose any changes that could be introduced to best mainstream good environmental practices into the project's development activities.

Mr Erkan Ozcelik, Economist. Mr Ozcelik will undertake the economic and financial analysis of the project in order to analyse the actual project internal rate of return. He will:

- Gather relevant data as underpinning for the EFA – required data should be requested to the NPCU well before the mission;
- Conduct the EFA;
- Compare the actual IRR with the IRR estimated at the time of project design and appraisal, based on actual costs, changes made during implementation and changes in economic prices and market conditions.
- Calculate metrics such as “inputs to outputs” cost ratio using comparable local or national benchmarks, the “loan costs per beneficiary” and the “administrative costs per beneficiary”.

- Draft PCR section E.4 "Project internal rate of return" and Appendix 4 of the Project Completion Report. See annex 1.
- Provide other EFA related inputs to the Project Completion Report as agreed with the IFAD Country Programme Manager.

Mr. Dunstan Spencer, Tree Crops Specialist, will conduct a review of the implementation progress of the SCP-GAFSP activities relating to tree crops, follow up on previous supervision recommendations and propose solutions for improved implementation modalities for the tree crop sector under AVDP. Mr. Spencer will:

- Review the draft Project Completion Report prepared by the NPCU.
- Evaluate the overall approach adopted for the SCP-GAFSP tree crops interventions; provide guidance to fine-tune the exit strategy for the post-project period, including the repayment mechanism.
- Assess the quality and approach to capacity building and training for all stakeholders involved in tree crop rehabilitation/development, including PMU and MAFFS staff (including District Agriculture Offices and extension workers).
- Provide recommendations to improve the approach and methodology for FFS, FBO and ABC models relating to tree crops activities for profitability, service provision and sustainability under AVDP.
- For the establishment of oil palm plantations, assess the linkages with FFS as well as the proposed approach to community nursery management. Provide recommendations for AVDP.
- Assess progress made with rehabilitation of cocoa plantations, provide recommendations for AVDP for improved production and transformation.
- Provide inputs to Oliver Mundy in the tree crop sector for his assessment of the environmental sustainability and the introduction of climate adaptation activities.
- Provide inputs to Ahmed Sadjji on the tree crop sector for his assessment of the degree to which the project has succeeded in establishing win-win partnerships between FBOs/cooperatives/ABCs and private sector partners.
- Assess the SCP-GAFSP exit strategy relating to tree crops activities and make recommendations for the strategy's implementation after project completion.
- Review the draft PCR sections as indicated in Annex 1 and suggest adjustments based on mission findings and requirements in IFAD PCR guidelines. See annex 1 for details.
- Provide inputs to mission aide-memoire (format and requirements to be defined).
- For AVDP start-up, the consultant is requested to (i) review of the draft AWPB for 2019-2020 for its consolidation and finalisation; (ii) review of the targeting strategy for the project and its operationalisation in the 2019-2020 period; (iii) other support required for the implementation readiness of the project.

Mr Ahmed Sadjji, Rural Entrepreneurship and project evaluation Specialist. Mr Sadjji will have three overall objectives in the mission: (i) assess the commercial relationships between FBOs/cooperatives/ABCs and the private sector under SCP-GAFSP and provide recommendations for improvements under AVDP; (ii) given that the consultant has no prior knowledge of the project, he will provide an outsider perspective of the assessment provided by other consultants particularly on the effectiveness, relevance and sustainability criteria of the assessment; and (iii) the consultant will draft a concise working paper that will be used for the Sierra Leone Country Strategic Opportunities Programme (COSOP), which will be developed later in 2019.

- Review documentation related to other development projects in the rural sector in Sierra Leone and their tools to promote win-win partnerships between the FBOs/cooperatives/ABCs and the private sector.
- Assess how well the SCP-GAFSP has promoted commercial linkages between FBOs/cooperatives/ABCs and the private sector.

- Provide practical solutions to how the new IFAD-funded AVDP can better promote win-win partnerships between FBOs/cooperatives/ABCs and the private sector.
- Review specific sections of draft PCR prepared by the NPCU as indicated in Annex 1 of these TORs and develop adjusted/updated versions as required.
- Prepare contributions to the Aide Memoire (format and specific requirements to be provided) in his area of competence.
- As the consultant has no prior knowledge of the project, he will provide an outsider's perspective of the completion ratings given to the project, particularly with regards to relevance, effectiveness and sustainability.
- Drawing on the AVDP design, the overview of other development initiatives, conversations with the NPCU, private sector actors, beneficiaries and governments officials, the consultant will develop a concise Working Paper on the agribusiness sector in Sierra Leone outlining strengths and weaknesses and proposing the opportunities for IFAD-funded projects to engage with the private sector actors for the benefit of smallholder farmers. This Working Paper will feed into the new Sierra Leone COSOP.

Mr. Alex Bett, The Rural Finance Expert, will assess the implementation progress of the SCP-GAFSP rural finance activities (only the FSA and CBs under SCP-GAFSP) and the Apex Bank, follow up on previous supervision recommendations and propose solutions for improved synergies between RFCIP-II and the upcoming AVDP moving forward. Mr. Bett will:

- Assess progress in FSA/CBs under the programme achieving operational self-sufficiency (considering aspects of profitability and sustainability, and financial indicators/ ratios).
- Assess progress made with the implementation and impact of the various refinance facilities on the operations of FSAs/CBs and their clients/ members (including ABCs/FBOs) and make recommendations to improve the procedures and mechanisms.
- Assess the establishment of linkages with other agriculture-sector interventions and projects/programmes, including other SCP-GAFSP components, as well as the progress on targets for farmers (IVS) and ABCs under the programme having bank accounts in the FSAs/CBs and receiving loans.
- Follow up on the 2018 AWPB implementation progress and previous supervision recommendations.
- Review specific sections of draft PCR prepared by the NPCU as indicated in Annex 1 of these TORs and develop adjusted/updated versions as required.
- Prepare contributions to the Aide Memoire (format and specific requirements to be provided) in his area of competence.
- Drawing on the experiences from RFCIP and RFCIP-II and conversations with the NPCU, APEX Bank, other finance institutions, governments officials and beneficiaries the consultant will develop a concise Working Paper which will provide an overview of the rural finance sector in Sierra Leone, and outline opportunities for the IFAD financed country programme to best support IFAD's target group. This Working Paper will feed into the new Sierra Leone Country Strategic Opportunities Programme (COSOP), which will be developed later in 2019.
- Participate in further partnership activities in the area of rural finance, as may be requested by the CPM during the mission.

Mr. Franklin Ibemessie, the Procurement Specialist, will review the overall procurement performance to date. Mr. Ibemessie will:

- Based on the AWPB and the last supervision and follow-up implementation support missions, review the implementation progress of the procurement aspects, analyse the level of the last missions' recommendations implemented, and propose solutions for improved business processes, if any, under AVDP.
- Evaluate progress made in terms of timely recording of procurement.
- Review and validate 2019 procurement plan, as needed.
- Review relevant bidding documents and make recommendations as appropriate (as may be requested during the mission)

- Review contract registry, contract administration table, and/or contract monitoring tables, including invoice/payment certification process, in order to identify areas for improvement in terms of contract management carried out by the project.
- Review the existing templates (or actual documents) for solicitation, contracts, and bid evaluation in order to identify areas for improvement in terms of procurement-related documents.
- Review procurement performance and adherence to procedures and conduct post review of selected contracts; determine the status of procurement (e.g. of inputs) related to advancement of activities.
- Analyse the procurement files with a focus on summaries, especially final payments and final contract awards.
- Make recommendations to implement procurement procedures effectively, ensuring all controls are in line with Ministry and IFAD requirements.
- Review any ongoing procurement processes for AVDP start-up activities as required.
- Develop the annex on procurement for the new IFAD COSOP for Sierra Leone (template and guidance are available upon request).
- Review specific sections of draft PCR prepared by the NPCU as indicated in Annex 1 of these TORs and develop adjusted/updated versions as required.
- Prepare contributions to the Aide Memoire (format and specific requirements to be provided) in his area of competence.

Daniel Pasos, Financial Management Specialist. Under the direct supervision of FMD, the consultant will perform the following tasks for the project:

- Use the original FMAQ as the basis to review the relevant information to Review actions taken to address recommendations of previous year Supervision review, recommendations raised by external auditors on previous years' management letters, recommendations raised by FMD during the audit review exercise.
- Perform a Financial Management Performance Assessment, based on the questionnaire as per FMD guidelines. Re-assess the strengths and weaknesses of financial management systems and suggest mitigation actions.
- Review sample Withdrawal Applications and Statements of Expenditure to verify adequacy, completeness and validity of claims, using the checklist provided. Note down any ineligible expenditures.
- Review bank account reconciliations and the status of advances given to implementing partners (if any).
- Follow-up on the introduced disbursement efficiencies (Authorized Allocation, implementation of extended SOEs, minimum WA size etc..) and ineligible expenditures (if any).
- Review and analyse the projects/programmes financial performance (annual and cumulative) and
- Assess the reliability and adequacy of the accounting software and the accounting records.
- Review the adequacy of Internal controls in place in the PMU including the level of segregation of duties, authorization levels, financial procedures manual/ and periodic account reconciliations.
- Review the most recent Financial Progress Reports. - have periodic progress reports been submitted within the prescribed time limit? Is content as agreed?
- Review the Internal audit arrangements (if any), including reports and status of recommendations.
- If relevant, meet the auditor to discuss issues raised in latest Audit Report and assess the audit arrangements for upcoming audits.

- Prepare an annex on the "Financial management issues summary" for the upcoming IFAD COSOP for Sierra Leone
- Provide start-up support to AVDP as needed.
- Undertake ad-hoc tasks as assigned through email by the Director, Senior Finance Officer, and Finance Officer.

Reporting/outputs

- Prepare the Financial management risk assessment including an updated Summary of project fiduciary risk (Financial Management Performance Assessment at Supervision and Summary of Project Fiduciary Risk Assessment at Supervision) as per IFAD's guidelines.
- In line with FMD guidelines, provide inputs to the Aide-Memoire in terms of Fiduciary Aspects covering: (a) Financial management; (b). Disbursement; (c). Counterpart funds; (d). Loan covenants; (e). External Audit (including follow up on the finding of the audit review exercise performed by CFS); and the summary Risk Analysis table specifying, as relevant.
- Project completion report contributions:
 - (a) Inputs into the "Project at a glance" table.
 - (b) Section E1. Project costs and financing; E.3 Quality of financial management; as well as inputs into other sections as required.
 - (c) Appendix 3: Actual project costs
- Prepare contributions to the Aide Memoire (format and specific requirements to be provided) in his area of competence.

REFERENCE DOCUMENTS for the SCP-GAFSP Supervision Mission

Reference documents for the mission have been saved on a shared drive accessible via a web link:

Saved documents include the following:

- (a) The SCP-GAFSP Loan Agreement and Amendments
- (b) SCP-GAFSP Project Design Report
- (c) SCP-GAFSP original EFA files
- (d) Supervision mission reports and aide-mémoires
- (e) AWPB and Procurement Plan for 2019
- (f) Letter to the Borrower and to the Recipient
- (g) Last Project Progress reports
- (h) Last Project Audits
- (i) Project Design report of the Agricultural Value Chain Development Project (AVDP)
- (j) AVDP Financing Agreement

Mission members are encouraged to regularly consult the link as the drive will be updated regularly.

Annex 1 (of appendix 7)

Methodology for Project Completion Review¹

1. The mission will use a mix of quantitative and qualitative tools in order to form an informed judgement on overall project performance and results. For transparency and accuracy purposes, it is important that the consultation with project stakeholders should be as large and inclusive as possible and the list of persons to be met by the mission will require careful consideration.
2. Primary sources of information will include project reports and documents (supervision reports, MTR report, progress reports, AWPB, etc.), M&E and MIS data (including logframe data), any surveys or specific studies undertaken by the project, PMU and service providers' records and the records of the groups supported by the project. These sources will be used extensively in order to generate quantitative information on project results or estimate project efficiency.
3. In addition to primary sources of information, the mission will collect relevant data from secondary sources, such as national and local statistics, other donors' statistics, the civil society, private sector entities (trade associations, universities, etc.). These will be used mainly to breach information gaps on certain issues or to cross-examine the data generated from other sources.
4. In case sufficient or reliable impact data is not available, the mission should undertake a mini survey while in the field in order to collect basic information from a small sample of respondents (to be selected using the most appropriate sampling method). To this end, a questionnaire should be developed before the field work starts.
5. In addition, and in order to gather an in-depth understanding on certain issues, collect stakeholders' feedback and generate important insights, the mission will use a variety of qualitative tools, such as key informants' interviews, focus group discussions and rapid case studies. Before starting the field work, it is important that the mission dedicates enough time to prepare the necessary interview guides.
6. The method of direct observation will also be used by the mission. A large sample of project sites, or locations where project activities took place, will thus be visited in order to collect impressions and feelings, verify that reported interventions took place, confirm that they met expected quality standards and beneficiaries' needs, or to take note of the external context of project intervention. Selection of project sites will require careful consideration in order to avoid biases.
7. If found useful, the organization of a stakeholders' workshop either before the beginning of the field work or towards the end of the mission, can be envisaged in order to collect initial feedback on project performance or to share the mission's preliminary findings.
8. In order to strengthen the analysis and overcome the weaknesses, intrinsic biases and the problems that may be associated with a single method, the mission will "triangulate" all findings, combining methods and data sources in order to cross-examine initial findings.

¹ As outlined in IFAD Project Completion Guidelines.

Main Performance Assessment Questions²

1. The project completion review team will seek to answer each of the following detailed questions, grouped according to the criteria to be used in the assessment. Obviously, the scope of coverage will depend upon the nature of the project and areas of performance assessment covered. So, most project completion exercise will cover only a selected set of questions.

Project Performance

Project relevance

2. Broadly speaking, the mission will assess the extent to which project objectives were consistent with the priorities of the rural poor and their perception of their needs and potential; with the priorities and poverty alleviation policies and strategies of the country; and with IFAD's mandate and policies.

More precisely, the mission will answer each of the following detailed questions:

- Did the project design focus on, and were its objectives consistent with, the needs and priorities of the rural poor? Was the design process participatory and did it consider the needs, potential, livelihoods, asset bases and development opportunities of the rural poor at the time of project design? Are these characteristics, constraints and opportunities still the same today?
- Were the approaches promoted consistent vis-à-vis the socio-politico-economic conditions at the time of project design and vis-à-vis prevailing environmental and climate conditions? Were project objectives, approaches and activities consistent with IFAD's objectives of increasing the assets and incomes of poor rural households, and improving their food security?
- Were project objectives realistic and consistent with national development plans, poverty reduction strategies, agriculture and rural development strategies and other sectoral priorities? Was the project design aligned with *[insert name of any specific policy document that may be relevant]*? Are these documents still relevant today or were there important changes in the policy context?
- Were the project objectives consistent with IFAD's mandate, its *Strategic Framework* and with IFAD's country strategy as reflected in the COSOP? Were IFAD policy concerns (existing at the time of project's design or developed later during implementation) (as reflected in policies and strategies on targeting, innovation, rural finance, private sector etc.) adequately incorporated into project design?
- Did the Project Design Document include a well-defined, clearly articulated Logframe or Results' Framework? Were all identified activities and outputs consistent, and commensurate, for the attainment of proposed goal and objectives? Were external risks (or assumptions) clearly identified? Were the proposed indicators relevant and adequate to monitor project implementation and results?
- Were the initial implementation arrangements well defined and adequate to ensure a smooth, cost-efficient project implementation? Were there any major changes in these arrangements, and if so, were these changes appropriate and timely?
- Were there major changes in the external project environment (e.g. policies, socio-economic conditions, political changes, crisis, etc.) since the project was designed and implementation started? Were project objectives adjusted to reflect changing circumstances during implementation? Are initial (or revised) project objectives still valid?
- What were the main factors that contributed to a positive, or less positive, assessment of project relevance?

Project effectiveness

3. The mission will assess the extent to which the project's specific objectives were achieved in both quantitative and qualitative terms. This will involve the careful description of the main activities

² As outlined in Project Completion Guidelines.

undertaken by the project since its start, as well as a thorough analysis of the results achieved at the output, outcome and impact levels. Variations between initial and actual targets will be highlighted and the external factors that had a bearing on project effectiveness will be explained. More precisely, the mission will answer the following questions:

- Were all activities implemented as planned? If not, what were the reasons? Were all expected outputs achieved in quantitative and qualitative terms? Did they lead to the intended outcomes and were those properly measured and documented? Are there significant discrepancies between original targets and actual achievements, and if so, what are the reasons?
- Did the project achieve its objectives?
- Was project implementation well monitored? Are all results at all levels properly measured, quantified and documented? Is this information reliable?
- Did all results meet expected quality standards? If not, what were the problems?
- Were all results achieved within the original timeframe and budget?
- Did the project provide all expected benefits to all intended target groups? Do results and achievements adequately fulfil the needs of these intended target groups?
- What are the external factors that facilitated, or constrained, output delivery and the achievement of project objective?
- What factors in project design and implementation account the most for the estimated results in terms of effectiveness?

Project efficiency

4. The mission will assess how economically project inputs and resources (funds, expertise, time, etc.) were converted into results. This analysis will involve a review of the following aspects:

Resources' use:

- What were the main expenditure patterns? Were financial and budgetary resources spent as initially anticipated? Were there deviations from original cost estimates and, if so, what were the reasons? Was the budget significantly amended in the course of implementation?
- Were there timely and adequate financing contributions from all project financiers, including in-kind contributions from beneficiaries?
- For the resources spent, was the number (and quality) of outputs optimal? Could the project have produced more with the same resources, or the same results with less money? Could other approaches have produced results more efficiently in terms of costs, time and resources?

Quality of project management:

- How well did the [*Project Management Unit or Project Coordination Unit*] coordinate and manage project activities? Were implementation timetables adequately met? Was project management responsive to changes in the environment or the recommendations made during supervision missions of by the Project Steering Committee? Was the [*PCU/PMU*] adequately staffed with motivated staff members? How useful were the various project management tools (AWPB, Procurement Plan, M&E Plan) and the Management Information System (MIS) developed during implementation? Were these tools properly used by project management?
- Were there appropriate arrangements in place for sound financial management, flow of funds, financial record keeping and the timely preparation of financial reports? Were there any issues?
- How efficient was the project M&E or MIS systems in providing reliable, timely information on output delivery, outcomes and impact? Was M&E information adequately analysed and used by project management for planning and decision-making purposes?
- Was the Project Steering Committee useful and proactive to help resolve problems and guide project implementation?
-

Quality of IFAD supervision and implementation support (same guiding questions to be used for a cooperating institution if not supervised by IFAD):

- To what extent did the services and support provided by IFAD ensure a sound project design and an efficient project implementation? Did IFAD mobilize the adequate technical expertise and resources in project design and implementation?
- Did IFAD provide adequate support through direct supervision and/or country presence? Were supervision missions useful and timely? Did IFAD ensure pro-active problem identification, follow-up and resolution?
- How efficient was IFAD in handling loan administration, procurement reviews and AWPB reviews? Were there any delays in funds' transfers?
- Was IFAD proactively engaged in policy dialogue activities at different levels in order to ensure, inter alia, the replication and scaling-up of pro-poor innovations? Was IFAD active in creating effective partnerships?

Cost-benefits analysis:

- For each of the main project investments, what were: (a) the actual costs and value of inputs mobilized (*including capital costs, operation and maintenance costs, labor costs, taxes*); (b) the estimated economic benefits (*including revenues from sales, incomes, value of self-consumed production*); and (c) the estimated social benefits?
- What is the cost ratio of inputs to outputs and is it comparable to local, national or regional benchmarks? What are the loan costs per beneficiary? What are the mission's conclusions about this costs-benefits analysis? What are the main internal or external factors that may have had a negative or positive impact on costs or benefits?
- Where available, how does the actual project internal rate of return (EIRR) compare with the estimated EIRR calculated during project design?

Sustainability

5. The mission will assess the likelihood that the benefits from project intervention will continue after project completion. It will also assess the likelihood that actual and anticipated results will be resilient to risks, including climate-related risks, beyond project life. The adequacy of the post-project strategy, as designed and/or implemented, will also be examined. More precisely, the mission will examine the following questions:

- Was an appropriate post-project strategy developed and implemented since project start-up?
- **Social sustainability (Empowerment):** Do project beneficiaries have the necessary capacities and skills, individually or collectively, to continue the approaches or manage the investments promoted by the project? Are these socially acceptable? Is there enough local ownership for these approaches or investments? Was there adequate beneficiary participation during project implementation? Is there interest and willingness, among concerned communities, to continue with promoted approaches or investments after project completion?
- **Economic and financial sustainability:** Do project investments generate enough cash flow and income to offset future investment and O&M costs? Are project investments economically and financially viable? If not, what are the constraints?
- **Technical sustainability:** Are the approaches promoted by the project viable from a technical point of view? Are spare parts for acquired or promoted machineries and equipment locally available? Do beneficiaries have the necessary technical capacities to operate and maintain the investments promoted by the project? Do they have access to adequate funds for operation and maintenance?
- **Institutional sustainability:** Are the institutions supported by the project self-sufficient and viable? Have operating capacities been created and/or reinforced in national and local partners? Are the new approaches or practices promoted by the project mainstreamed within normal government operations? Is there a clear indication of government commitment after the loan closing date in terms of follow-up actions, provision of O&M funds, etc.?
- **Environmental sustainability:** Are the approaches and investments promoted by the project environmental-friendly? Are they helping reduce the pressure on the natural resource base? Are

they having any negative impact on the environment or the natural resource base? Did promoted techniques and approaches consider climate change issues? Are they promoting adaptations to climate change? Can recurrent natural hazards endanger prospects of sustainability?

- **Climate change:** Are the agricultural approaches promoted by the project suitable in a context of a rapidly changing climate? How may changes in climatic conditions affect the sustainability of interventions in the long run? Which precursors are critical to achieve long-term impact?

Rural Poverty Impact

6. The impact of project interventions should be presented in quantitative and qualitative terms, using the standard IFAD's impact domain classification. The mission will examine the following questions:

7. **Households' incomes and assets:** Did the project contribute to positive changes in households' assets? Did the composition of incomes change or was there a diversification in means of livelihood? Did the project improve ownership, or security of access, to land, water or productive resources? Were there positive changes in households' assets, and if so, what were the main changes? Was there an increase in households' financial assets?

8. **Human and social capital and empowerment:** Did the project influence the knowledge and skills of the rural poor? Did the rural communities gain access to better health, education facilities, safe water sources and other social facilities? Did the project enhance social capital and cohesion in the communities? Did rural people's organisations and grassroots institutions change? Did the project affect the capacity of the rural poor to influence decision making and access to institutions (social services, local development actors, national authorities) either on an individual or collective basis? Did the project affect social capital, social cohesion and the self-help capacity of rural communities?

9. **Food security:** Did the project improve food availability, whether self-produced or purchased, to ensure a minimum necessary intake for all households' members? Do project beneficiaries have an improved and more regular access to enough or more nutritious food? Is there a reduction in the occurrence, or duration, of lean periods? Did children's nutritional status change (stunting, wasting and underweight status)? To what extent did the rural poor improve their access to input and output markets that could help them enhance their productivity and access to food? To what extent were the rural poor able to overcome market volatility or climate changes to ensure year-round food security?

10. **Agricultural productivity:** Did the project contribute to increase agricultural, livestock and fish productivity, as measured in terms of cropping intensity, yields and land productivity? Are there changes in the levels of local production and crop diversification? Are farmers applying improved or more sustainable farming practices? Did the project ensure that smallholders benefited from increased agricultural production and were enabled to manage market fluctuations and changes in climatic or natural resources conditions?

11. **Institutions and policies:** Are there changes in the capacities of the various grassroots organizations supported during project implementation (such as Rural Producers' Groups, Interest Groups or Users' Associations)? Are there changes in the institutional capacities of the main institutions involved in project implementation? Are there changes in the quality or range of services delivered for the rural poor? Are there changes in local governance or in the behaviours of local institutions? Are there changes in the policy or institutional framework as a result of project-led policy dialogue activities (e.g. changes in the laws, statutes, rules, regulations, procedures, national quality standards or norms)?

Additional Evaluation Criteria

12. **Gender equity and women empowerment:** Did the project generate changes in gender roles or gender relations? Are there changes in women status at the community level (participation in local elections or decision-making processes, representation in rural producers' groups), at the household level (workload, nutrition status, women influence on decision-making) or the community level)? What is the impact of capacity-building activities on individual women or on Women Groups? Are there changes in the institutional or legal framework that were made in favour of women as a result of project policy dialogue activities?

13. **Access to markets:** Are there changes in farmers' physical access to markets (e.g. availability of roads and marketing outlets), in their access to market prices and information or in their bargaining power with traders? Did the project have an impact on the timely access to quality agricultural inputs (fertilizers, vaccines, seeds) and on the capacities of Producers/Marketing Groups?

14. **Innovation.** The mission will assess the extent to which project interventions have introduced and tested innovative approaches to rural poverty reduction. These are any processes, tools or practices that add value or solve a problem in new ways. More precisely, the mission will answer the following questions:

- Was the project designed specifically to test or lead to innovation, for example by piloting new concepts or technologies? Did the project test and introduce innovative ideas in the project target area? What are the characteristics of these innovations? Are these consistent with the IFAD definition of the concept? How did the innovation originate and was it adapted in any way during project design? Are these approaches truly innovative about the local or national contexts?
- Were these innovative approaches carefully monitored and documented? Were these innovations discussed with the Government or other actors? Were these innovative approaches successful? Did these innovations address relevant needs of the rural poor and are these viable?
- Were these innovations adopted by the rural poor, local implementation partners, government entities or any other actors?

15. **Scaling up:** The mission will assess the extent to which some approaches, technologies or innovative features pilot-tested or successfully implemented by the project are likely to be up-scaled. It will also assess the likelihood that some project approaches may be replicated in other geographical areas. More precisely, the mission will examine the following aspects:

- How likely is it that the project - or some of its activities, approaches or innovative technologies - may be replicated in other localities or at the national level by the Government or other donors? Has any component or activity of the project already been replicated beyond the target area or target group?
- How proactive was project management, or other stakeholders, in discussing future up-scaling with the Government or other development partners? What are the prospects or obstacles?

16. **Environment and natural resource management:** Were the approaches to environment preservation and natural resources management appropriate to local circumstances and were they effective in addressing local problems? Are there positive or negative changes in the natural resources base (forests, marine/fisheries resources, pastureland, water resources) that may be attributable to project interventions? Did the project have positive or negative changes – intended or unintended - on the environment? Did it contribute to the protection or rehabilitation of natural and common property resources (land, water, forests and pastures)? Has the degree of environmental vulnerability changed?

17. **Adaptation to climate change:** Were the approaches for climate change adaptation promoted by the project appropriate to local circumstances and were they effective? Did the project manage to empower rural communities to cope with, mitigate or prevent the effects of climate change and natural

disasters? Are farming communities more resilient to such disasters and are farming practices better adapted to climate change? Were the coping capacities of vulnerable natural systems restored?

18. **Targeting and outreach:** The mission will assess the extent to which project interventions have reached the intended target groups, that is the specific individuals or organizations for whose benefit specific interventions were initially designed and implemented. The mission will also assess the effectiveness of the project targeting strategy. More precisely, the mission will examine the following aspects:

- Did the project reach out to the expected number of beneficiaries in the manner intended? Did the project provide all anticipated benefits to the specific socio-economic groups identified in the Project Design Document? Were there deviations from initial outreach targets and if so, what were the reasons?
- Was outreach properly monitored in both quantitative (e.g. number of direct and indirect beneficiaries) and qualitative terms (e.g. beneficiaries' socio-economic profile)?
- Did the project implement a sound targeting strategy? Did the project regularly analyze the needs, potentials and priorities of intended target groups and the poverty dynamics in the project target area and developed specific outreach strategies accordingly?
- Were there measures taken to ensure that the poor and vulnerable groups would not be excluded from project implementation and would benefit from it; and that the non-poor would not capture project benefits?
- Did the project implement gender-sensitive implementation approaches? Did the project ensure equal participation of men and women in implementation? Were there specific measures undertaken in order to promote women participation in project activities? Did the project's M&E system track gender-disaggregated data?

Partners Performance

Performance of implementation partners

19. The mission will assess the performance of IFAD and the government. These are the organizations or entities directly responsible for project implementation, for providing strategic guidance and oversight. More precisely, and in addition to determining if all implementation partners have adequately fulfilled their respective roles and responsibilities, the mission will examine the following points:

- Central Government agencies: Did the Executing Agency and Implementing Agency comply with the covenants of the loan agreement and the provisions of the Project Design Document? Were they proactive in supporting project implementation and identifying solutions to problems? Was the Project Steering Committee fulfilling its role adequately?
- IFAD: The rating measures the overall IFAD's performance while designing the project, supervising project implementation and providing implementation support. It also examines IFAD's performance for loan administration, procurement reviews, administering the project Grant/Loan Agreement or managing the MTR and/or PCR processes. It assesses the extent to which IFAD has mobilized adequate technical expertise and resources to support implementation effectively and if it has ensured pro-active problem identification and resolution.

Lessons learned

20. The mission will present the main lessons learned from project implementation, based on the analysis of what learning from experience may be applicable to a more generic situation. In so doing, the mission will refrain from exposing platitudes, keeping in mind the following definition of a lesson learned: *“knowledge or understandings gained by experience which may be positive, as in a successful experiment, or negative, as in a mishap or failure”*.

21. All lessons learnt presented should be significant in that they have a real or assumed impact on operations; valid in that they are factually and technically correct; and applicable in that they identify a

specific design, process, or decision that reduces or eliminates the potential for failures and mishaps, or reinforces a positive result.

22. In order to identify these lessons learned, the mission may examine the following questions:

- What specific knowledge or lessons can we derive from project implementation that may be used in the future in similar, or different, contexts?
- What were the project strengths and its main weaknesses? What were the main opportunities, or threats, in the environment that have facilitated, or constrained, project implementation?
- With the benefits of hindsight, what are the things that should have been done differently? What are the specific dimensions of the project design that one should never repeat again in similar contexts or circumstances?
- What are the specific aspects of project implementation that will be worthwhile replicating in future interventions in the country, or elsewhere, because they were particularly interesting or successful? In the external context, what will be the important conditions required for similar interventions to lead to similar results elsewhere or in the future?



Sierra Leone

Smallholder Commercialization Programme

Project Completion Report

Appendix 8: List of person met and mission's programme

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

Report No. 5388-SL

West and Central Africa Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

Appendix 8: List of persons met and mission's programme

Value Chain Specialist

Date	Site	Location	People Met
September 17, 2019	Cotton Tree Foundation Head Office (Cashew support)	Freetown	Mr. Alimamy Bangura, Project Manager
September 18, 2019	Kalomb ABC	Lunsar, Tonkolili District	Hadja Fatmata Fofana, Chair Marie Thomas, Vice Chair, and 25 members
	Cotton Tree Foundation, Makump Centre (Cashew support)	Lunsar	Abraham Mansaray, Manager Abu Bakarr Kamara, Cashew Field Supervisor
	Madegba Cashew Farmers Association	Madegba Village	Pa Abdul Kanu, Town Chief, Yaya Kabia. Youth Leader, Kadiatu Sesay, Chair Lady and 22 members
		Rokon Village	Alpha Tarawalie, Town Chief Sulay Kagbo, Cashew farmer
September 19 2019	SAFA ABC	Foroad Loko, Bombali District	Desmond Bangura, Chair and 18 members
	Ladeku ABC	Makump Bana, Makeni, Bombali District	Samuel Tholey, Chair Favor Kanu Sesay, Deputy Chair 25 members
	Independent Investment Agro Dealer	Makeni, Bombali District	Mr. Joseph Kabia, Proprietor
September 20, 2019	Amu Magao FFS/FBO		16 Group members
	Njaluahun Barrie FFS/FBO	Mambu Kowa, Cocoa Farm, Njaluahun Barrie	Abdul Palewai, Chair Mambu Kowa, Cocoa Farmer
	Tiadema IVS FBO	Tiadema IVS	Bokary Mokwai, Chair Amy Torma, Chair Lady 13 members

Tree Crop Specialist

Dates	Names	Institutions Functions and Responsibilities	Focus of the meeting
09/17/2019	Andrew	SCP-GAFS staff	Commercialisation achievements
09/17/2019	Mr. Bangoura	Tree Cotton Foundation Manager	SCP-GAFS Assessment Value Chain Configuration Analysis
09/18/2019	Kalump ABC	ABC	Field visit
09/18/2019	Cotton Tree Foundation	Cashew ABC	Field visit
09/18/2019	Cotton Tree Foundation	Rokon Cashew	Field visit
09/19/2019	SAPA	Rice ABC	Field visit
09/19/2019	LADEKA	Rice, Mil and Cashew ABC	Field visit
09/19/2019	Mr. Youssef	Independent Agrodealer	Field visit
09/20/2019	Lagor	Cooperative	Field visit
09/20/2019	Jaluahun	Cacao Site	Field visit
09/20/2019	Melebu	IVS	Field Visit
09/23/2019	Mohamed Tejan Kella	RFCIP	COSOP and Rural finance rule in value chain development
09/23/2019	2 staff and Manager	APEX Bank	Rural finance

09/25/2019	Mr. John	National Federation of Famers Chairman	Value chain development
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Technical Team Lead/IVS specialist

Dates	Names	Institutions Functions and Responsibilities	Focus of the meeting
16/09/2019	Peter Kaindaneh	PMU	Discussed mission objectives
16/09/2019	Minister of Agriculture	MAF	Courtesy call and discussion of project closure mission objectives
16/09/2019	SCP-GAFSP staff	PMU	Review of PMU PCR draft and planning of mission itinerary
17/09/2019	Farmers, SPs, YCs, MAF district staff	At 2 IVS locations in Tonkolili District	IVS development
18/09/2019	Farmers, SPs, YCs, MAF district staff	At 3 locations in Moyamba District	IVS development, IVS store and drying floor
19/09/2019	Farmers, SPs, YCs, MAF district staff	At 2 locations in Bo District	IVS development, IVS store and drying floor
20/09/2019	Farmers, SPs, YCs, MAF district staff	At 3 locations in Kambia District	IVS development, IVS store and drying floor
24/09/2019	Minister of Finance	MOFED	Courtesy call and discussion of project closure mission
24/09/2019	George Williams (former PMU staff member)	NACSA	Discussed communications part of the program management component
24/09/2019	A.R.K. Kamara (AED)	MAF	Discussed IVS component

RFI Specialist

Field visits 17-21 September 2019

LOCATION	POSITION
KOYA FSA	
1 KUMBA THORONKA	CASHIER
2 ABU BAKARR KAMARA	CLIENT
3 SHAKA STEVEN KANU	CLIENT
4 SAMUEL C. KANU	B/CHAIRMAN
5 SALAMATU KOROMA	B/TREASURER
6 SALIEU SESAY	SECRETARY/BOARD
7 ABDUL AZIZ	MANAGER
8 FATMATA KOROMA	CLIENT
9 NENNEH TURAY	CLIENT
10 USIF HASSAN KAMARA	CASHIER

11	IBRAHIM SORIE GBLA	OFFICE ASS/SECRETARY
12	ALIE ISSA KARGBO	TEACHER
13	IBRAHIM M. SANKOH	TEACHER
14	THOMAS B. KALLON	TEACHER

KUNIKE BARINA FSA

1	HASSAN SANKOH	SHAREHOLDER
2	IBRAHIM KAMARA	SHAREHOLDER
3	DANIEL S. KAMARA	MANAGER
4	YA MABINTY BANGURA	SHAREHOLDER
5	GLADYS F. GBLA	B/CHAIRPERSON
6	JOHN B. KAMARA	B/SECRETARY
7	ALPHA THOLLEY	SHAREHOLDER
8	ISATU KOROMA	SHAREHOLDER
9	MANTY M. KOROMA	CASHIER
10	HASSAN BANGURA	SHAREHOLDER
11	JOSEPH B. THOLLEY	TREASURER
12	SAMUEL M. BANGURA	SHAREHOLDER
13	SAMUEL KOROMA	SHAREHOLDER
14	EDWARD BANGURA	SHAREHOLDER
15	EDWIN TETEH	SHAREHOLDER
16	DOMINIC BANGURA	SHAREHOLDER
17	SULAIMAN U. KANU	CHAIRMAN

KALIANSOGOIA FSA

1	JOHN S. TARAWALIE	MANAGER
2	KADIATU BARRIE	CASHIER
3	ANDREW B. CONTEH	OFFICE ASSISTANT
4	ABASS KAMARA	SHAREHOLDER
5	DANIEL S. LEBBIE	SHAREHOLDER
6	MARGARET M. SESAY	BOARD TREASURER
7	EDWARD S.H. KAMARA	SHAREHOLDER
8	ISHA B. KANU	MEMBER
9	JOSEPH A.M. KOROMA	B/SECRETARY
10	MUSA KALWA	SHAREHOLDER
11	SAMUEL CONTEH	SHAREHOLDER
12	ESTHER G. CONTEH	FISH FARMER
13	VANDI ABU	APEX BANK
14	PHILIP M. MANNAH	BOD CHAIRMAN
15	NANNAH KAMARA	42 BENDUGU RD.
16	P.C. ALMAMY BOCKARIE III	PARAMOUNT CHIEF KALANSONGOIA

GBENDEMBU FSA

1	ALIE KAMARA	GBENSEMBU F.S.A CASHIER
2	HASSAN BARRIE	OBSERVER-FORMER CHAIR
3	JAMES S. BANGURA	BAPTIST SEC. SCHOOL

4	ANMARIE BANGURA	S/HOLDER
5	RACHEL T. KARGBO	S/HOLDER
6	IBRAHIM KANU	S/HOLDER
7	MOSES Y. BANGURA	GBENDEMBU MANAGER
8	SORIE A. KOROMA	S/HOLDER
9	ALIMAMY KAMARA	S/HOLDER
10	MAMAH KARGBO	S/HOLDER
11	ABDULRAHMAN SESAY	S/HOLDER
12	MONOH KARGBO	S/HOLDER
13	MOSES M. KOROMA	GBENDEMBU SECRETARY
14	ALFRED KAMARA	S/HOLDER
15	DAVID KAMARA	S/HOLDER

DEBIA FSA

1	MOHAMED SANKOH	MANAGER DFSA
2	OSMAN A. GBLA	LOAN OFFICER DFSA
3	HAJA ISHA KAMARA	MASTER FARMER T&K ABC
4	ALHAJIE A. JALLOH	REGENT CHIEF GBINTI
5	ADIKALIE KAMARA	SHAREHOLDER
6	MOHAMED TEJAN BANGURA	MABEREH
7	VICTOR S. FOFANAH	GBINTI
8	SHEKU I. BANGURA	SANDE MAGBOLONTHOR
9	IBRAHIM M. BANGURA	MAKOMNEH
10	MUSA A. YILLAH	TRADER
11	ABU BAKARR BANGURA	TEACHER
12	ABDULRAHMAN S. KAMARA	FSA BOARD SECRETARY

MAGBEMA FSA

1	MUSA K.D. MAHMOOD	BOD CHAIR
2	FATMATA NYANDEMO	S/HOLDER
3	ABU BAKARR S. BANGURA	S/HOLDER
4	FODAY MANSARAY	BOD SEC.
5	ALPHA BAKAR CONTEH	S/HOLDER
6	HAJA NANAH KAMARA	S/HOLDER
7	BANGALIE F. TURAY	S/HOLDER
8	MABINTY T. BANGURA	BOD TREASURER
9	ABDULA S. BANGURA	S/HOLDER
10	MOHAMED KAMARA	S/HOLDER
11	PA. MOMOH KAMARA	S/HOLDER
12	MOMOH KAMARA	S/HOLDER
13	YA. REGBA BANGURA	S/HOLDER
14	ABIBATU K. CONTEH	S/HOLDER
15	MOHAMED S. BANGURA	S/HOLDER
16	MOHAMED BANGURA	S/HOLDER
17	SAADATU S. KAMARA	MANAGER
18	ABU BAKARR SHERIFF FOFANAH	S/HOLDER

19 FODAY S. BANGURA CASHIER

KAMAKWIE CB

1 SAIDU BANGURA AC V. PRINCIPAL
2 ABDUL K. THULLOH TEACHER
3 JAMES M. SESAY TEACHER
4 DAUDA BANGURA TEACHER
5 DAUDA F. CONTEH TEACHER
6 IBRAHIM TURAY AG PRINCIPAL
7 MOHAMMED R. KAMARA BUSINESSMAN
8 ABU B. DUMBUYA AG V. PRINCIPAL
9 MOURIE BANGURA CHAIRMAN AGRO DEALERS
10 MABINTY MANSARAY BOARDCHAIR
11 SAMUEL CECIL SIATI TEACHER
12 SHEIK HASSAN KAMARA AGRIC
13 MOHAMED M. BANGURA MANAGER A.B.C
14 MOHAMED S. KARGBO TEACHER
15 MOMOH TURAY OPS DEPT.
16 JOHN U. CONTEH SHOPKEEPER

TAIAMA CB

1 STELLA KOPOI MEETING
2 DAVID K.B. WUBEMHE SCO-GAPSP
3 VICTOR QUEE SCO-GAPSP
4 TIMMY BINDI S/Holder
5 REV. JOHN B. WILLIAMS S/Holder
6 PETER YAMBASU S/Holder
7 FRANCES G LAMBOI S/Holder
8 JOHN J. SAM S/Holder
9 MARTHA KORPOI S/Holder
10 PETER YAMBASU S/Holder
11 MARTHA GEORGE S/Holder
12 MOHAMED A. MUSTAPHA STAFF TCB
13 REV. ROSALINE M. ALIE BOARDCHAIR
14 FATMATA SHERIFF STAFF TCB
15 PHILIP SAKIFU CONTEH SEP COMPLETION
16 RUGIATU JALLOH STAFF TCB
17 JAMES M. DARLINGTON INTERN TCB
18 LAWRENCE BONNIE INTERN TCB
19 ALIE TURAY STAFF TCB
20 MOHAMED A. MUSTAPHA S/Holder
21 MOHAMED BORE KOROMA S/Holder
22 DAVID K.B. WUBEMHE S/Holder
23 REV. ROSALINE M. ALIE S/Holder
24 ERKAN OZCELUC IFAD COSULTANT

BAOMA FSA

1	ALICE J. MASSAQUOE	S/HOLDER
2	FEIMA MOIRE	S/HOLDER
3	KADIATU M. CHERNO	S/HOLDER
4	GERALD I.G. KHAMA	S/HOLDER
5	BRIMA D. TANGABAEY	S/HOLDER
6	CHRISTIANA MANSARAY	S/HOLDER
7	LANSANA MANSARAY	S/HOLDER
8	THOMAS M.A. BAYOH	S/HOLDER
9	JENGO JOSEPH	S/HOLDER
10	AMINATU BAH	MANAGER
11	AMINATA KOROMA	S/HOLDER
12	JOHN VICTOR KHAMA	LOAN OFFICER
13	OSMAN H. KOROMA	S/HOLDER
14	MARIAMA KOROMA	CASHIER
15	AMINATA TURAY	S/HOLDER
16	ALFRED HINDOWA DEMBY	PARAMOUNT CHIEF

Itinerary for field visits

DATE	TEAM-1 (Dr. Spencer)	TEAM-2 (Vasile)	TEAM-3 (Alex RFI)
17 th September 2019. (Tuesday)	Travel to Makeni Bombali District	Tonkolili - Rochen Kamadao	Port Loko - Koya FSA Moyamba - Taiama CB
18 th September 2019. (Wednesday)	Port Loko - Kalump ABC - Cotton Tree Foundation - Cashew Facilities in Port Loko District	Moyamba - Kabiama - Gbongoma (IVS Store) - Gbappi	Bo - Baoma FSA - Gerehun - NPCU Meeting in Bo
19 th September 2019 (Thursday)	Bombali - SAPA ABC - Ladeka ABC - Independent Investment Agro-dealer Company in Makeni city - Then Travel to Bo Town	Bo - Gerehun - Fanima Kpaula (IVS Store) - Then Travel to Kambia Town	Bombali - Gbemdembu FSA, Gbemdembu - Kamakwei CB, Kamakwei (Karene district)
20 th September 2019. (Friday)	Pujehun Cacao: Barri Chiefdom - Bayama (3 TC sites) - Taninahun (3 TC sites) - Kambama (3 TC sites) Oil Palm - Pawama (3 TC sites) - Lagor (3 TC sites) - Lower Geoma (3 TC sites) IVS Community - Helebu IVS - Mayepema IVS	Kambia - Takorodi ABC, Rokupr - Robombeh (IVS Store) - Mashaka/Robis IVS	Tonkolili - Kalasongia FSA, Bunbuna - Kunike Barina FSA, Makalie
21 st September 2019. (Saturday)	Moyamba- Tewor ABC Then travel back to Freetown	Travel back to Freetown	Port Loko - Debia FSA Kambia

			- Magbema FSA, Rokupr
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Sierra Leone

Smallholder Commercialization Programme

Project Completion Report

Appendix 9: Final wrap-up/stakeholder workshop findings

Mission Dates: 16/09/2019 - 27/09/2019

Document Date: 06/04/2020

Project No. 1100001599

Report No. 5388-SL

West and Central Africa Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

Appendix 9: Final wrap-up/stakeholder workshop findings

A final stakeholder workshop was held on 25 September 2019, at the Family Kingdom Resort in Freetown. The mission team, program and government staff and representatives from various stakeholder organizations were invited to discuss the success (what worked/didn't work, from the perspective of the stakeholders) of the SCP-GAFSP. Attendees were divided into 4 groups focussing on the components of the programme: Value Chain (ABCs), Tree Crops, IVS and RFIs. The transcripts of the summary of the findings of the workshop are found below, along with a list of attendees.

Successes of the SCP-GAFSP

- 1) Good impact of trainings
 - a. benefit to illiterate farmers especially using the GALS methodology,
 - b. numeracy or financial management skills enhanced also fostered by the FALS methodology,
 - c. Promoted group ownership spirit
 - d. Introduction of tree crops farmers field schools including community managed nurseries (oil palm and cocoa), post-harvest processing of cocoa and oil palm, Improved agronomic practices, unity and group cohesion
- 2) Loans and grants provision and linkages of ABCs and FBOs to the RFIs.
- 3) Farming transformed – processing equipment, machinery (tractors)- leading to increased production, reduction in the time of IVS rehabilitation/development
- 4) Small ruminants given to ABCs through the FAO leading to increase in incomes and nutrition
- 5) Generally, increase in production and household incomes
- 6) Targeting/participation of both male and female and youths -women and youth empowered to become oil palm plantation owners (especially in the northern region)
- 7) Popularization of income and food advantage of intercropping of rice and groundnuts with oil palm
- 8) Successful loan recovery for cocoa rehabilitation
- 9) The provision of start-up kits for tree crops beneficiaries
- 10) Introduction of multiple cropping (minimum of two crops of rice and vegetable)
- 11) Capacity building of service providers and youth contractors
- 12) Reduction of post-harvest losses through the construction of grain stores and drying floors
- 13) Timely provision of improved seeds and fertilizer for IVS farmers
- 14) Reduction in carbon emission, land degradation and good land practices
- 15) Increased participation through enhanced tenure provided by the land leased agreements.
- 16) Nineteen RFIs established
- 17) Additional assets
- 18) Employment creation
- 19) Access to finance
- 20) Infrastructure – communication, money transfer
- 21) Sustainable RFIs

Challenges

- 1) Heavy downpour of rains - climate change effects.
- 2) The lack of bird scaring nets for the farmers
- 3) Poor road network
- 4) Limited access to agricultural finance for FBO women.
- 5) Inability to respond to high demand by interested farmers because of lack of funds, time and staff
- 6) Late delivery of input for oil palm intercropping
- 7) Project duration was not enough (short for beneficiaries to compute the income effects of oil palm plantation.)

- 8) Inadequate utilization of rehabilitated IVS in some communities
- 9) Inadequate local labour at community level
- 10) Low educational level of beneficiaries to comprehend the contents of their agreements
- 11) Dishonesty on the side of beneficiaries
- 12) Problems with site selection methodologies (before 2013)
- 13) Security for the RFIs
- 14) Capitalization
- 15) Capacity building on agricultural financing for RFIs
- 16) Transformation packages for SCP-GAFSP established RFIs
- 17) Loan repayment by some RFI clients
- 18) Connectivity between RFIs
- 19) Regulatory framework.

Way Forward/ Conclusions

- 1) Promote stakeholder platforms – AVDP
- 2) Foster linkages to market (feeder roads rehabilitation – AVDP)
- 3) Supply the remaining ABC equipment and train the farmers on the use of the equipment and machinery



SMALL HOLDER COMMERCIALIZATION PROGRAMME
 GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (SCP-GAFSP)
 MINISTRY OF AGRICULTURE, FORESTRY AND FOOD SECURITY
 91 SIR SAMUEL LEWIS ROAD, ABERDEEN
 FREETOWN

ATTENDANCE REGISTER- SCP/GAFSP COMPLETION WORKSHOP
 Date: 25th September 2019
 Venue: Family Kingdom Resort

No	Name	Organization	Telephone	Gender		Signature
				M	F	
1	Sidratu Samura	SCP/GAFSP	078-929178		✓	[Signature]
2	Bateh Y.P. Messing	SCP/GAFSP	276-677915-		✓	[Signature]
3	Vasib Klæssan	IFAD CONSULTANT			✓	[Signature]
4	Alex K. Bett	IFAD Consultant	albet09@gmail.com	✓		[Signature]
5	David K.B. Wubember	Talcausa Community Bank Ltd.	079 371286	✓		[Signature]
6	Alex Josiah	Towoh ABC	078 485186	✓		[Signature]
7	Mohamed Saifur	Dibia FSH	079-511 289	✓		[Signature]
8	George M. Barber	SCP/GAFSP	077-176-840	✓		[Signature]
9	Ekan Ozelele	FAO	-	✓		[Signature]
10	Oliver Mundy	IFAD	-	✓		[Signature]
11	P. Kaudaule	SCP-G	42645 947	✓		[Signature]
12	Bronn Kamma	SCP-GAFSP	178 75 5454	✓		[Signature]
13	Emmanuel M. Kanyoko	Service Provider	076-909659	✓		[Signature]
14	Patrick Kombo	SCP-GAFSP	078157292	✓		[Signature]
15	Abu Bakr S. Bayun	SCP-GAFSP	076 6729 22	✓		[Signature]
16	Dunstan Spence	IFAD	076-610441	✓		[Signature]
17	Lamba D. Kassa	SCP-GAFSP	076-926720	✓		[Signature]
18	Ahmadou Conté	Apex	076 248006	✓		[Signature]
19	Ahmed Ab. Sheh	SCP-GAFSP	078-302102	✓		[Signature]
20	Mohamed A. Bak	MAF	078 354828	✓		[Signature]
21	Ahmed Iamine	IFAD	424 77645 9189	✓		[Signature]
22	Mariana M. Turay	MAF	076 766 888		✓	[Signature]
23	Samuel Akur Igara	Bank of Sierra Leone	076 185322	✓		[Signature]
24	Klay B. Currell	SCP/GAFSP	076 866778	✓		[Signature]
25	Ambrose Bindi	MAF - ISO	076-677627	✓		[Signature]
26	Betty Cooper	WFP	076-612348		✓	[Signature]
27	Umaru M. Sankoh	MAF	076 473365	✓		[Signature]
28	Ibrahim J. Kamie	SLMET AGENCY	075 335601	✓		[Signature]
29	Shaleh Sillah	GFAT - SC	079 854912	✓		[Signature]
30	Georgiana Jigbo	EPA - SL	077-764-777		✓	[Signature]
	Ahmadou Kanyo	SCADP	8306490 25	✓		[Signature]
	Jesse Alex John	NAFFSL	076 7605894	✓		[Signature]
	RAYMOND S. Kama-N'Fon	NIKI/RO	076 573114	✓		[Signature]
	Audr Christa George	NWCO	077204339	✓		[Signature]
	Adamu Sanidanga	FAO	079 045535	✓		[Signature]
	Mohamed L. Sany	SCP/GAFSP	076714826	✓		[Signature]
	Tessa M. Manda	Ministry of Finance	076 576617	✓		[Signature]
	Mustapha Blaise	MAF - Bn	076 204232	✓		[Signature]
	Mohamed Kamara	MAF	099 54 3399	✓		[Signature]
	Today Sany	ABC Towoh	031 457690	✓		[Signature]